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United Nations

Executive Board of the United Nations Children's Fund

Report on the first and second regular sessions and annual session of 2011

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Contents

Page

Part one
First regular session of 2011

I. Organization of the session 2

A. Opening statement of the outgoing President 2

B. Election of officers of the Executive Board 2

C. Opening statements by the President and Executive Director 2

D. Adoption of the agenda 4

II. Deliberations of the Executive Board 4

A. Annual report to the Economic and Social Council 4

B. UNICEF programme cooperation 8

C. Oral report on the knowledge management and research functions of UNICEF 10

D. Oral briefing on the response of UNICEF to recent humanitarian situations 12

E. UNICEF financial report and audited financial statements for the biennium ended 31 December 2009 and report of the Board of Auditors 14

F. Private fund-raising: 2011 workplan and proposed budget 16

G. Road map to an integrated budget: cost classification and results-based budgeting — joint presentation of UNDP, UNFPA and UNICEF 18

H. Pledging event 19

I. Other matters 20

Special focus session on the collaboration between the Global Fund to Fight AIDS, Tuberculosis and Malaria and UNICEF 20

Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 2: basic education and gender equality 22

Provisional list of agenda items for the annual session of 2011 23

J. Adoption of draft decisions 23

K. Closing statements by the Executive Director and the President 23

III. Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP 24

A. Equity: narrowing the gaps to push for achievement of the Millennium Development Goals 24

B. Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women

C. Efficiency of emergency response and the transition to recovery and long-term development: lessons learned

D. Delivering as One: follow-up to Hanoi

Part two
Annual session of 2011

I. Organization of the session

A. Opening statements by the President and the Executive Director

B. Adoption of the agenda

II. Deliberations of the Executive Board

A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan, 2006-2013

B. Report on progress of gender equality work in UNICEF

C. Report of the Office of Ethics

D. Proposals for UNICEF programme cooperation

E. Reports of the field visits of the Executive Board

F. Address by the Chairperson of the UNICEF Global Staff Association

G. Other matters

H. Adoption of draft decisions

I. Closing statements by the Executive Director and the President

Part three
Second regular session of 2011

I. Organization of the session

A. Opening statements by the President and the Executive Director

B. Adoption of the agenda

II. Deliberations of the Executive Board

A. Proposed programme of work for the Executive Board sessions in 2012

B. Proposals for UNICEF programme cooperation

C. Annual report on the evaluation function and major evaluations in UNICEF

D. Annual report on internal audit activities

E. F. and G. Medium-term strategic plan: planned financial estimates for the period 2011-2014; Institutional budget for 2012-2013; and Steps taken and progress achieved towards an integrated budget: joint informal briefing note of UNDP, UNFPA and UNICEF

H. UNICEF Financial Regulations and Rules

I. Private fund-raising: financial report and statements for the year ended 31 December 2010 63

J. Other matters 64

K. Action on outstanding draft decisions 67

L. Closing statements 67

Annex

Decisions adopted by the Executive Board in 2011 68

Part one
First regular session of 2011

Held at United Nations Headquarters from 8 to 11 February 2011

I. Organization of the session

A. Opening statement of the outgoing President

1. The President of the Executive Board for 2010, H.E. Dr. Abdulkalam Abdul Momen, delivered a farewell statement, thanking the members of the Bureau, the Executive Board, the UNICEF secretariat, and his colleague, Mr. Nojibur Rahman, Minister, Economic Affairs of the Mission of Bangladesh to the United Nations, for their collegial spirit and for helping to make 2010 a very productive year. He outlined some of the main achievements of the Executive Board, including key decisions adopted, the advancement of the common country programme document for the United Republic of Tanzania, and the facilitating role of the Executive Board in the recruitment of the new Executive Director of UNICEF. He praised the Executive Director for his tremendous leadership and compassion for children.

2. Noting that significant progress had been made towards achieving the Millennium Development Goals, other internationally agreed goals for children, as well as national goals, he underscored the many global challenges that could hinder their full achievement. Against this backdrop, he said, the Executive Board had enthusiastically welcomed the renewed focus on equity spearheaded by the Executive Director. The President urged those present to use their influence to support the equity approach so that the world could fulfil the promises made to children for 2015 and beyond.

B. Election of officers of the Executive Board

3. The Executive Board elected as President Ms. Sanja Štiglic, Permanent Representative of Slovenia to the United Nations; and as Vice-Presidents, Mr. Daffa-Alla Elhag Ali Osman, Permanent Representative of the Sudan to the United Nations; Mr. Peter van der Vliet, Minister Plenipotentiary of the Permanent Mission of the Netherlands to the United Nations; Ms. Gillian Joseph, First Secretary of the Permanent Mission of Antigua and Barbuda to the United Nations; and Ms. Grata Werdaningtyas, First Secretary of the Permanent Mission of Indonesia to the United Nations.

C. Opening statements by the President and the Executive Director

4. In her opening remarks, the newly elected President of the Executive Board for 2011 said that serving in this office was a great honour for her country and for her personally. She said that she would strive to achieve an open, transparent and constructive Presidency that would contribute to improving the situation of children around the world. She thanked the outgoing President for his leadership and wisdom, and the Bureau for 2010 for its commitment to the goals of UNICEF, and she welcomed the new members of the Bureau for 2011. She expressed gratitude to the Executive Director of UNICEF for his vision and leadership, particularly in championing the focus on equity.

5. This focus, she said, will be essential to accelerating progress towards the Millennium Development Goals. Along with the realization of children's rights, achievement of the Goals was of utmost importance, though it remained an

extraordinary challenge. Significant strides had been made but progress was uneven in many areas and more needed to be done to ensure the survival and health of children, especially in adverse circumstances.

6. The main challenge, she said, was to further strengthen the quality and relevance of the work of UNICEF in order to promote a stronger, more cost-effective and results-oriented organization. Partnerships of all kinds would be central to achieving results in these uncertain times. The Executive Board provided an excellent venue for addressing the multiple dimensions of poverty and their implications for sustainable development, as well as for promoting concrete initiatives to help to alleviate the impact of disasters on the most vulnerable groups, particularly children and women. She said that the initiatives described in the agenda items for this session would contribute to United Nations coherence, transparency in the use of funds, a strengthening of the partnerships, especially with the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the global leadership of UNICEF as an advocate for children.

7. The Executive Director, in his opening statement, thanked the outgoing President for his dedication and leadership, and the departing members of the Bureau and Executive Board for their distinguished service. He congratulated and welcomed the new President and Vice-Presidents.

8. The year 2010, he said, had been a critical time for children and for UNICEF as the organization deepened its traditional focus on reaching the most vulnerable. The urgency of this focus was made clear for disadvantaged children in the emergencies in Haiti, Pakistan and elsewhere. With emergencies and crises placing children at even greater risk of exploitation and abuse, UNICEF was continuing to press for universal ratification of the Convention on the Rights of the Child and its Optional Protocols.

9. The past year had also brought disturbing new evidence of widening gaps between rich and poor children in the achievement of the Millennium Development Goals. He explained how, contrary to conventional wisdom, concentrating on the poorest and most vulnerable in society presented a path towards achievement of the Goals that was faster, more economical and more sustainable than that of other approaches. This conclusion had come from the UNICEF modelling reported on in the study, "Narrowing the Gaps to Meet the Goals" (UNICEF, 2010). The implications of this approach were far-reaching not only in the area of health but also in education, child protection and gender equality.

10. As 2015 approached, UNICEF was working hard to put systems in place and work with partners to achieve the Millennium Development Goals. The Executive Director outlined four broad objectives for 2011 that would help UNICEF to realize the full promise of the equity approach and deliver results for the worlds' most vulnerable children: (a) seize the moment to build support for the equity approach; (b) become an even stronger partner and leader in promoting United Nations coherence; (c) operationalize the equity approach across the entire organization; and (d) improve the organization's internal efficiency and management practices.

11. Reporting that UNICEF projected a decline in income of approximately 7 per cent for 2011, including a slight decrease in overall income in real terms and a decline in regular resource income, he emphasized that UNICEF would need greater

core resources in order to deliver results for children. The organization would also look into cutting costs and increasing efficiency.

12. For UNICEF to deliver results for children, he said, a sharper focus on equity would prove essential. He closed by saying that in each of the 18 countries he visited this year, and in every community, he saw the evidence of what a difference an equity approach could make in children's lives.

D. Adoption of the agenda

13. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2011/1) for the session.

14. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 33 observer delegations, including 1 United Nations body, 4 intergovernmental organizations, 5 non-governmental organizations (NGOs) and 5 National Committees for UNICEF.

II. Deliberations of the Executive Board

A. Annual report to the Economic and Social Council (item 3)

15. The Director of the Division of Policy and Practice introduced the annual report to the Economic and Social Council (E/2011/6-E/ICEF/2011/3). The Director emphasized that the report presented the activities of UNICEF in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. It was produced in cooperation with the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA).

16. Delegations welcomed the report. Many delegations praised it for being informative, analytical and results-focused. Especially appreciated were the concrete follow-up by UNICEF to the recommendations of the TCPR through its 2008 TCPR Action Plan, and efforts to improve organizational efficiency and effectiveness.

17. Enthusiastic support was expressed for the focus of UNICEF on equity, which was viewed as being especially crucial in the context of the global economic downturn and humanitarian crises. Cited by one delegation as a practical, moral and strategic imperative, the equity approach was said to be critical to the achievement of the Millennium Development Goals and other internationally agreed and national goals for children. Several speakers recommended that the approach be adopted by other United Nations funds, programmes and specialized agencies, under United Nations coherence and the Delivering as One approach.

18. Delegations commended UNICEF for its sharpened focus on strategic partnerships at the global, national and local levels. Noted in particular was the importance of partnerships with other United Nations agencies in furthering United Nations system-wide coherence, with the Bretton Woods institutions, especially the World Bank, with the Global Fund to Fight AIDS, Tuberculosis and Malaria, and with regional and multilateral development banks. It was said that partnerships at all

levels could significantly contribute to strengthening systems and building skills necessary to implement integrated and comprehensive services for children. UNICEF was encouraged to further integrate its disaster risk reduction initiatives and response to climate change with those of other United Nations agencies, in particular through the framework of the United Nations Development Assistance Framework (UNDAF). It was also suggested that the lessons from the Delivering as One initiative be considered for the integrated mission planning process. In the next annual report, UNICEF was requested to describe the steps it has taken to bolster its work with civil society organizations and the private sector.

19. UNICEF was praised for its firm support of — and leadership role in — United Nations coherence. One delegation said that, despite achievements in this area, there was an urgent need for improving and accelerating progress, both at country and headquarters levels. UNICEF was asked about bottlenecks towards this end and about the functioning of the management and accountability, resident coordinator and "functional firewall" systems. One delegation asked about efforts made and challenges encountered in achieving a 'one report' initiative at the country level. A question was also posed on what challenges lay ahead for UNICEF in contributing to a collective United Nations system and operational response and about the implementation of the fiduciary agreements of the United Nations and the World Bank.

20. While supporting the commitment of UNICEF to United Nations coherence, one delegation said that this should extend beyond the Delivering as One initiative and the harmonization of business practices. The delegation particularly welcomed the fruitful discussion on several programme issues that had taken place on 4 and 7 February 2011 at the Joint Meeting of the Executive Boards of UNDP/UNFPA/the United Nations Office for Project Services (UNOPS), UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme (WFP). A word of caution on harmonization was voiced by some delegations, who said that the process should not impose one model on all countries; instead, it should take into account the context of each country.

21. A strong emphasis was placed on the importance of working with partners on capacity-building. This was especially critical, speakers said, in the provision of quality services for children; in prevention, response and transition in emergency contexts, as well as peacebuilding; and in improving monitoring and evaluation systems. One delegation encouraged UNICEF to take the lead in expanding training for emergency preparedness and response, giving special attention to education in disaster zones. Another delegation expressed appreciation for the participatory and multi-level approach of UNICEF to capacity-building, noting that this was in line with the human security approach to development.

22. Another main thrust of the discussion was gender equality. UNICEF was praised for its efforts to integrate gender equality throughout its work, including in the hiring and assessment of staff. Delegations requested further information on the implementation of the Strategic Priority Action Plan for Gender Equality, 2010-2012, and on the application of the Gender Equality Marker (GEM) for tracking gender-related allocations and expenditures from programme funds. One delegation requested that UNICEF improve efforts to report on gender equality results, particularly at the country level, and collect sex-disaggregated data. The organization was also commended for its contributions to the promotion of gender

equality, along with the well-being of children, at major global meetings. These included meetings of the General Assembly and G20 (Group of Twenty) and conferences on climate change. UNICEF was encouraged to work closely with UN-Women and report on the cooperation.

23. Delegations commended UNICEF for its work in many other areas described in the report. These included emergency assistance to Pakistan and other crisis situations as well as maternal and newborn/child health, HIV/AIDS, child-friendly schools, South-South cooperation and HIV/AIDS. In addition, praise was given to UNICEF for its high-quality preparation for the 2010 High-level Plenary Meeting of the General Assembly on the Millennium Development Goals.

24. While delegations expressed concern about the decrease in the income of UNICEF, including in core (regular) resources, they voiced satisfaction about the rise in income from inter-governmental sources and thematic funds. Delegations urged donors to increase their contributions to regular resources. These resources, they said, were crucial to enable UNICEF to respond flexibly to changing contexts and to deliver results for children, especially the poorest, through the equity approach.

25. Several suggestions were made to further improve the report. These included a recommendation to strengthen the assessment of lessons learned and the systematic reporting on development results. One delegation requested that the report better reflect the important role of UNICEF in middle-income countries and the efforts of UNICEF to reduce administrative expenditures. The delegation inquired about implementation of Executive Board decision 2010/17 regarding the promotion of greater efficiency in UNICEF offices. Another delegation asked for information on how UNICEF plans to support planning for disaster recovery and integrate disaster risk reduction in its work in 2011. UNICEF was also requested to provide information on its activities in the "H4-plus" (Health Four-plus) Group.

26. The secretariat thanked the delegates for their comments. Responding to those on capacity development, the Director of the Division of Policy and Practice explained that UNICEF had adopted the three-tier approach endorsed by the United Nations Development Group and tailored to the context of each country. A standard benchmark for reporting on capacity development had been introduced in field offices. He said that the evaluation function played a strong role in the work of UNICEF and that the procuring of feedback from local groups and communities was strengthening the delivery of services to the poorest groups.

27. For more in-depth reporting on results against the medium-term strategic plan (MTSP), the Director suggested that delegations refer to the annual report of the Executive Director, to be presented at the annual session of 2011. Responding to a question posed by one delegation, he noted that UNICEF had worked with UNDP and UNFPA on a paper that will present options for streamlining reporting to the Executive Board; the challenge was to maintain sufficient scope to report on results.

28. Turning to the questions raised on gender mainstreaming and gender equality, he said that UNICEF would present a report to the Executive Board at the annual session of 2011, which would cover results achieved against the strategic priority action plan and implementation of the Gender Equality Marker. Within a few weeks, UNICEF would have a complete set of operational guidance on gender for each focus area of the MTSP. UNICEF continued to support the production of

sex-disaggregated data through household surveys and other means. The organization had identified areas of cooperation with UN-Women that included combating sexual violence and gender-based violence and creating cities safe for children and women, especially adolescent girls.

29. On the issue of the comparative advantage of UNICEF in work on transition from relief to development, he said that UNICEF focused on children most affected by emergencies and most vulnerable to crises. This included working with adolescents and youth in crisis and post-crisis situations. He reminded delegates that UNICEF maintained a presence in countries before, during and after crises and was therefore well positioned to support authorities at each stage, including through the cluster system. In all stages, UNICEF focused on basic social services and child protection. More intensive efforts would be made to integrate disaster risk reduction, peacebuilding, conflict prevention, and capacity-building more systematically into country programmes. This would include advocating for stronger early recovery measures, including through the cluster working groups. Funding for conflict prevention activities remained a challenge.

30. He said that UNICEF collaboration with the World Bank was very much focused on the equity approach and concentrated on several areas: creating tools to assess the impact of policies on children, supporting social protection programmes, and assessing needs in emergency situations such as those in Haiti and Yemen.

31. Regarding evaluation, he said that UNICEF would present its annual report to the Executive Board at the second regular session of 2011. The resources spent on evaluation at the field level were supplemented by those at the global level to support more systemic and thematic evaluations. He closed by saying that the focus on equity would impel UNICEF to use evaluation to better understand the results achieved for the poorest children and their families.

32. Also speaking on behalf of the Secretariat, Ms. Gunilla Olsson, Director of the Division of Governance, United Nations and Multilateral Affairs, emphasized the commitment of UNICEF to a more relevant, effective, efficient and transparent United Nations system. This, she said, was at the root of achieving results and real impact for children. In response to comments from partners and colleagues about high transaction costs, she said UNICEF was aiming to lighten and simplify its processes. All work within the United Nations system should respond to the national needs and priorities of countries. Among the areas requiring continued improvement, she cited the need to enhance and streamline reporting requirements and to harmonize, to the extent possible given the divergent business models of the United Nations system as well as the need to make sure that there is flexible and dynamic programming for different country contexts.

33. Additional areas for improvement included the management of multi-donor trust funds, the facilitation of inter-agency mobility, and increasing the role and oversight of regional United Nations Development Group or Regional Directors Teams. More attention also needed to be paid to fully implementing the harmonized approach to cash transfers, including by involving specialized agencies in the effort, and to harmonizing the cost recovery policies of the United Nations system. Other issues requiring special attention were developing the capacities of country offices in national supply and procurement, and improving audit definitions and ratings and financial rules and regulations.

34. Responding to questions on the management and accountability system for the United Nations development system and the resident coordinator system, she reported on the initial results of a desk review of UNICEF country office annual reports. Trends indicated that the system was working relatively well in Delivering as One countries and those experiencing sudden or ongoing emergencies, and working less well in middle-income countries. Nearly 63 per cent of country offices reported that the system was functioning at least reasonably well, an increase from last year. Reports showed that there was more strategic engagement with the United Nations country teams (UNCT) and the regional coordinator; key information was being shared; funds assigned to the resident coordinator were being shared more transparently; and increasingly, important decisions were being taken only after consultation among members of the UNCT.

35. Working less well, according to the surveys, was the functional firewall system. In addition, in a number of countries, the management and accountability system was not fully understood or complied with by UNCT members, and smaller agencies tended to demonstrate a lack of capacity. UNICEF was working hard with the other United Nations agencies to address all these challenges.

36. The Executive Director of UNICEF responded to the question raised about how UNICEF intended to cooperate more closely with Governments in programme countries by saying that the organization intended to do this in every way, through mainstreaming its objectives into all areas of work. On the budget issue, he said that projections for 2010 were looking better than for 2009, even though some of the improvement might be due to funds received for humanitarian work in Pakistan and Haiti. He emphasized, however, that the decline in regular resources was extremely important to note. He thanked those Governments that called for, or announced, an increase in contributions to regular resources. These core resources, he said, would help UNICEF not only to do its job but also to improve innovation and efficiency in its programmes and work. He especially thanked the Government of Japan for its support and expression of confidence in UNICEF.

37. The Deputy Executive Director, Mr. Saad Houry, provided an update on the work of UNICEF and its partners in the H4-plus group. He noted that the group had conducted joint activities in four areas: country assessments, programming, promotion of support for the global strategy among low-income, high-burden countries, and the coordination of advocacy and provision of support for the Secretary-General's global strategy for women's and children's health.

38. The Executive Board took note of the UNICEF report on the recommendations of the Joint Inspection Unit (E/ICEF/2011/4) and adopted decision 2011/1 on the annual report to the Economic and Social Council (see annex).

B. UNICEF programme cooperation (agenda item 4)

(a) Approval of revised country programme document discussed at the second regular session of 2010 (agenda item 4 (a))

39. The Executive Board approved, on a no-objection basis, revised country programme documents for Burkina Faso, Indonesia, Maldives, Somalia, Uruguay and Zambia.

(b) Draft common country programme document for the United Republic of Tanzania (item 4 (b))

40. The Regional Director introduced the draft common country programme document (CCPD) for the United Republic of Tanzania (DP/FPA-ICEF-WFP/DCCP/2011/TZA/1).

41. The representative of the United Republic of Tanzania expressed appreciation for the positive response to the approach pursued by his Government and the United Nations country team. He emphasized that the CCPD was anchored in the 2011-2015 United Nations Development Assistance Plan (UNDAP) for the United Republic of Tanzania and provided a more collective and coherent strategic response by the United Nations system to the national priorities articulated in the National Growth and Poverty Reduction Strategy. He said the UNDAP was aligned with the national planning cycle and consistent with global and regional initiatives. He further stressed that the agency-specific and joint programme work plans were being replaced by a single annual programme workplan for each of the 10 areas of cooperation, due to an innovative methodology that seeks to strengthen coherence, strategic focus and clearer accountability. Noting that the United Republic of Tanzania, as a staunch supporter of United Nations system-wide coherence, had signed on as a One United Nations pilot country, he concluded that the CCPD represented a significant opportunity to further advance the reform process.

42. In a joint statement co-sponsored by 29 Member States, delegations warmly welcomed the unequivocal commitment of UNICEF to the Delivering as One principle and to becoming an even stronger partner and leader in promoting United Nations coherence. The delegations commended the leadership and ownership shown by the Government of the United Republic of Tanzania in supporting the Delivering as One process. They also commended the efforts of the United Nations country team to build upon lessons learned to ensure a more collective and coherent strategic response to the country's national priorities. Welcoming the CCPD presentation to the Executive Boards of the relevant United Nations organizations, the delegations also expressed their support for the UNDAP. This, they said, builds upon the comparative advantage of the United Nations system as a key development partner and seeks to improve efficiency, synergies, transparency and the accountability of all stakeholders in the country's development. They noted that continuing challenges would require further assistance from United Nations Headquarters in support of implementing the UNDAP as well as the mobilization of all resources, particularly resources that are not earmarked. They also noted the need to further reduce costs, heighten the impact of actions and accelerate achievement of the Millennium Development Goals.

43. In additional comments, one delegation asked if the proposed programme of UNICEF was fully integrated into the One United Nations programme or whether some parts were managed separately. The delegation noted differences in the narratives of the CCPD and the UNDAP and recommended that efforts be made to avoid duplication of effort. The delegation said that the differences in approach by each agency made it challenging to understand the proposals and asked if there was a simpler way of harmonizing and streamlining the annexes. Another delegation asked whether UNICEF, based on its experience in the country, had concrete suggestions on how to improve the process.

44. In response, the Regional Director said that the very pertinent points made by the representative of the United Republic of Tanzania would continue to guide work on the common country programme throughout its implementation and evaluation.

45. Responding to the joint statement, he confirmed that UNICEF worked towards achieving coherence, efficiency and a focus on results. UNICEF was committed to the United Nations coherence agenda and to sharing leadership and accountability for the programme. He noted that the UNICEF areas of priority were agreed upon by the Government of the United Republic of Tanzania and the United Nations country team. UNICEF delivered results in these areas on behalf of the United Nations system as a whole. In multisectoral health areas, he said, there might be co leadership with other agencies to complement efforts, but without duplication. He acknowledged that further efforts were needed for streamlining the results framework of the CCPD and the UNDAP. He noted that an empowering, participatory, and overall inclusive process had led to a good product owned and supported by all. One lesson learned, he said, was that it was important to continue to streamline processes while focusing more on substance.

46. The Executive Board adopted decision 2011/2 (see annex).

C. Oral report on the knowledge management and research functions of UNICEF (item 5)

47. The Director of the Division of Policy and Practice and the Director of the Office of Research presented the report (E/ICEF/2011/CRP.2).

48. Delegations expressed their strong support for the increased emphasis of UNICEF on strengthening the knowledge management and research functions, including through the appointment of the Director of the Office of Research. Delegations also supported the decision to establish the Office of Research at the same location as the Innocenti Research Centre (IRC) in Florence, Italy, and noted the importance of the 2008 Executive Board decision (2008/19) to allocate core resources to the research function. Many delegations also welcomed the decision of the Executive Director to preserve the IRC as the authoritative research hub of UNICEF. In this way, they said, the IRC would continue to contribute to the strategic agenda of the organization by advancing applied research while producing independent analysis on normative issues related to children.

49. Delegations emphasized that knowledge management and research should not be mere academic exercises but rather play a key role in sharpening the organization's focus on the most deprived and vulnerable children and families. The two functions, they said, helped UNICEF to increase interaction with other stakeholders in the field — policymakers, academics and development actors — and to disseminate the wealth of field experience and best practices throughout the organization in order to ensure quality in programming results. They also said that the full engagement of regional and country offices was essential to identifying and addressing the most vital issues.

50. A number of delegations requested further information on how UNICEF planned to achieve fully operational research and knowledge management functions. Some underlined the importance of a close relationship between UNICEF headquarters and the Office of Research and asked for more information on the

respective roles and responsibilities of the Office of Research and the IRC. Underscoring the importance of an integrated approach to research and knowledge management and of a clear mechanism for setting research priorities, delegations welcomed the ongoing work towards development of an integrated strategic framework for research and knowledge management. One delegation asked whether the restructuring of the research function would affect the role of the situation analysis as a country programming tool.

51. The representative of Italy confirmed that the Government of Italy, which has been a strong supporter of the IRC since its founding in 1988, stood ready to support UNICEF in its plan related to the IRC. He announced that the President of the Tuscany region, Enrico Rossi, had recently confirmed the region's decision to make new premises available to UNICEF.

52. In response, the Director of the Division of Policy and Practice confirmed that the situation analysis remained an important tool for policy, programming and decision-making, and was one of the means by which UNICEF supported national reporting on the Convention on the Rights of the Child and other treaties. UNICEF was increasingly trying to disaggregate data in the situation analysis in order to better understand disparities. He confirmed that the building blocks and tools for knowledge management were in place but that the organization was looking to establish effective indicators to track performance within the diverse country contexts. UNICEF was assessing the indicators of performance in knowledge-generation being used by other organizations.

53. The Director of the Office of Research acknowledged that more work was needed on the research function, including establishing mechanisms for coordination and the setting of research priorities across the organization. The renewed focus on equity, he said, offered an excellent opportunity for such alignment. In order for the research function to be fully effective, a shift would need to occur in the culture of UNICEF, where staff still tended to "learn by doing" rather than by using evidence and research. He said that this effort would be bolstered by the development of training packages and terms of reference. The Office of Research had begun a dialogue with the regional offices, whose contribution would be important for shaping the final strategy for research.

54. Deputy Executive Director Mr. Saad Houry noted that in the coming months, the Office of Research would be busy creating linkages with the rest of the organization and finalizing the strategic framework, which would build upon the solid foundation laid by the IRC.

55. The Executive Director said that much deliberation went into the decision of UNICEF to combine the IRC and Office of Research under one roof and one director. The aim was to ensure that research was relevant to achieving results for children while remaining independent and impartial. Such research would play a strong role in identifying the most relevant issues for the action agenda of UNICEF. He thanked the Government of Italy for its support in providing new quarters for the IRC and the Office of Research.

56. The Executive Board adopted decision 2011/3 (see annex).

D. Oral briefing on the response of UNICEF to recent humanitarian situations (item 6)

57. Deputy Executive Director Ms. Hilde Frafjord Johnson made the presentation, highlighting trends in the changing humanitarian context and providing updates to the country situations in Haiti, Indonesia and Pakistan.

58. The representative of Haiti thanked UNICEF for its involvement in the country, particularly the tireless efforts of the team on the ground, working under difficult circumstances following the earthquake, Hurricane Thomas and the recent cholera outbreak, all of which took place in 2010. He praised the organization's work in numerous areas, such as health, education, child protection and gender equality, and singled out the equity-based approach to human development in the country programme for Haiti. He noted that the work of UNICEF was greatly appreciated both by the Government and the people of Haiti, to the extent that UNICEF was becoming one of the most revered partners in the country's recovery and development.

59. The representative of Pakistan thanked the international community, especially UNICEF and its country team in Pakistan, for their support in responding to the disastrous floods of 2010. He expressed gratitude to the Executive Director for making the humanitarian response, in the wake of floods in Pakistan, a top priority for UNICEF. The floods, he reported, had affected 18 million people in 78 districts. Now that most affected people had been returned to their homes, the Government had moved to early recovery phase; however, due to the expanse of the floods, there were some parts of the country where the relief phase was still on. The National Disaster Management Authority, which was created after the experience of the 2005 earthquake by Pakistan, was helpful and effective in limiting the damage, given the scale and geographical expanse of the floods. He referred to the reference to malnutrition in parts of Sindh province in the UNICEF briefing and informed those present that the previous Friday, with the help of partners, the provincial governments of Sindh and Punjab had come up with strategic plans to address the increased level of malnutrition in the affected districts.

60. He noted that there was still a shortfall of more than 40 per cent in funding of the humanitarian response plan and he called on the international community to continue its support.

61. The representative of Indonesia commended UNICEF for protecting the rights of children in humanitarian situations. She noted that Indonesia had repeatedly experienced the damaging impact of disasters on vulnerable populations, particularly children and women, and that the disasters seemed to have grown in frequency and intensity. She reported that there was greater recognition of the importance of disaster-risk reduction and emergency preparedness, as reflected in the country's national action plan on disaster-risk reduction for 2010-2012. The Government of Indonesia, she said, planned to enhance its capacity to respond to the impact of disasters on children, including through the prevention of child trafficking, and ensuring the availability of education, trauma counselling, clean environments and support for breastfeeding mothers in evacuation areas. She said that the Government welcomed the initiative of UNICEF to strengthen the national capacity on disaster-risk reduction and emergency preparedness and to expand efforts to the subregional and local levels.

62. Delegations commended UNICEF for its humanitarian response in extremely difficult emergency situations, including in the Republic of the Congo during the polio epidemic there. Thanks were also given to the National Committees for UNICEF for their fund-raising and advocacy efforts on behalf of people affected by emergencies.

63. Several delegations emphasized that natural disasters disproportionately affect the poorest communities. Some cautioned that a focus on early recovery and reconstruction in Haiti and Pakistan should not lose sight of protection for displaced populations and the most vulnerable groups, including those suffering acute malnutrition in Pakistan. It was essential, delegations said, to work with cluster partners to help communities to build resilience.

64. Also underlined was the need for predictable and effective coordination of the humanitarian response in emergencies, for investment in preparedness and for strong country ownership in contingency planning. UNICEF was asked about its plans to improve risk management and future evaluations of its humanitarian work.

65. Speakers stressed the importance of an integrated cluster approach, with some commending UNICEF for its work in improving cluster coordination in the Inter Agency Standing Committee (IASC). UNICEF was also praised for its leadership role in several clusters. Several speakers recommended that the cluster lead and humanitarian coordination responsibilities of UNICEF should be mainstreamed into its core programmes and budgets. This would help UNICEF to respond more quickly and deploy professional staff more rapidly at the onset of a crisis. Delegations asked for more details on the work of UNICEF with its various partners in the clusters, including efforts to strengthen accountability.

66. In response, the Deputy Executive Director stated that some of the questions raised, including those on transition and on operating in high-risk environments, would be addressed more thoroughly in separate briefings. She noted that the revised Core Commitments for Children in Humanitarian Action had a sharper focus on risk management and the link between humanitarian assistance and development. UNICEF was also committed to supporting community resilience.

67. She said that UNICEF was actively working on the funding of cluster responsibilities, but that this required more support from the international community, including for regular resources. On the education cluster, she said that UNICEF and Save the Children needed to build on their successes and lessons learned to systematically strengthen their cluster responsibilities to ensure emergency preparedness.

68. Responding to comments on the need for a rapid response to emergencies, she reported that UNICEF had re-established a human resource emergency unit within the Division of Human Resources to speed up deployment of core capacity in cluster leadership. UNICEF had also established a fast-track recruitment process for emergencies and had expanded stand-by arrangements to ensure rapid response teams that included key non-government partners.

69. She expressed her concern about gender-based violence in Haiti, including in the camps for the displaced. To address this, she said, UNICEF had begun training staff from the Ministry of Social Affairs and Labour to develop separate shelters and latrines for girls and women, and to send in frontline social workers to decrease vulnerability and risk for girls and women.

70. She also noted with appreciation that the Governments of Pakistan and Indonesia had learned from the experience of earlier disasters and had taken on a much stronger leadership role and had strengthened their capacity. She welcomed the strategic plan of the provincial governments to tackle malnutrition in the emergency areas of Sindh and Punjab, and commended the efforts of the Government of Indonesia to build capacity in disaster-risk reduction, confirming that UNICEF was ready to collaborate with the Government. She also expressed appreciation for the positive comments on the humanitarian work of UNICEF made by the representatives of Haiti and the Republic of the Congo. She confirmed that OCHA was a key inter-cluster coordinator and crucial partner for UNICEF, and she announced that there would soon be a donor meeting on nutrition hosted by OCHA, the World Food Programme, the World Health Organization (WHO) and UNICEF.

71. The Director of the Office of Emergency Programmes reported that real-time evaluation had been integrated into the humanitarian response of UNICEF in Haiti and Pakistan and independent reviews would continue to be conducted. He said that UNICEF was already responding to the situation of acute malnutrition in the worst-affected provinces of Pakistan.

72. Deputy Executive Director Mr. Martin Mogwanja confirmed that UNICEF worked closely with OCHA at all levels, particularly through the IASC, which is also leading the real-time evaluations of humanitarian response. In Pakistan, he said, UNICEF was a strong and active member of the humanitarian team established by the IASC, with OCHA as the secretariat. UNICEF was providing cluster coordinators at the national and subnational levels for its cluster responsibilities and supported the provision of information management capacity in each of the cluster areas. He gave further details on the humanitarian response in Pakistan, emphasizing the close coordination with OCHA and other partners in the United Nations system.

E. UNICEF financial report and audited financial statements for the biennium ended 31 December 2009 and report of the Board of Auditors (item 7)

73. Deputy Executive Director Mr. Martin Mogwanja introduced the report (A/65/5/Add.2) as well as the two related reports also presented for information: the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors contained in its reports on the United Nations funds and programmes for the financial period ended 31 December 2009 (A/65/296/Add.1) and the report of the Advisory Committee on Administrative and Budgetary Questions on the financial reports and audited financial statements and reports of the Board of Auditors for the period ended 31 December 2009 (A/65/498). He reported that UNICEF had received a clean, or unmodified, audit opinion from the Board of Auditors for the 2008-2009 biennium.

74. Highlights of the reports were presented by the Comptroller, who analysed trends by comparing the 2006-2007 and 2008-2009 bienniums. He also gave a brief overview of some of the key recommendations made by the Board of Auditors. This included the recommendation that UNICEF consider amending its financial regulations to allow cash transfers to be recorded as advances and to be recognized as programme expenditure only upon the receipt of reports on financial utilization.

75. Delegations commended UNICEF for the positive audit opinion, the considerable progress made to strengthen its audit and oversight mechanisms, and the high degree of transparency regarding weaknesses in governance, programme and operations management.

76. They raised concerns about several issues: the low number of country offices submitting audited financial statements; the decrease from the last biennium in the rate of implementation of internal audit recommendations; the level of cash balances and investments built up; the low quality of indicators used to track results in the budget and lack of budget estimates for each result; the fact that in several instances in country offices competitive bidding procedures did not comply with standard procedures as well as the lack of penalty clauses for delayed delivery of procured items; and the high number of vacant posts in UNICEF, which, they said, could hinder humanitarian response and work in emergency clusters. Also highlighted were weaknesses in three areas: in assessing the capacity of implementing partners to use and manage UNICEF-supported inputs; in implementation of the evaluation policy of UNICEF; and in the timely submission of donor reports in some offices.

77. The delegations expressed support for the recommendation to change the financial regulations to alter how cash advances are recorded. Specific questions were raised on several write-offs and on the steps UNICEF had taken to establish a policy regulating the refund process. UNICEF was requested to provide an update of the agreement with National Committees for UNICEF, particularly regarding their retention policies. UNICEF was also requested to disclose its end-of-service liabilities in its financial statements, at the latest from January 2012, when the International Public Sector Accounting Standards (IPSAS) will be introduced.

78. One delegation said that it was overly optimistic to plan on implementing all audit recommendations on the 2008-2009 biennium within the first quarter of 2012 and asked for an explanation of the variance between the implementation statistics of UNICEF and the Board of Auditors. The delegation asked about specific steps that needed to be taken in order to introduce IPSAS by 2012, and recommended that the SAP system be fully upgraded and that higher priority be given to audit recommendations regarding implementation of IPSAS. UNICEF was also asked to explain the high amount of cash transfers to partners and to make greater efforts to implement results-based management in the field, prevent financial irregularities and improve risk assessment and risk management in humanitarian contexts. The delegation requested information on how UNICEF was handling cases involving fraud and presumptive fraud.

79. The Executive Director replied that UNICEF welcomed an open relationship with the Executive Board and encouraged delegations to express any concerns, including through informal channels. He emphasized that UNICEF was committed to implementing the recommendations of the Board of Auditors, and addressed four of the issues raised in particular. First, regarding the accounting treatment of cash transfers, he said that UNICEF embraced the recommendation to change the accounting procedures, as this would increase transparency. Second, UNICEF was drawing down cash balances as much as was prudent to do so. Third, on the issue of recruitment, he said that UNICEF was working hard to reduce the vacancy rate, which had declined over the last months. Finally on the status of the agreement with the National Committees, he said UNICEF was working with the Committees in a spirit of cooperation, and progress was expected.

80. Addressing the issue of implementation of the audit recommendations, the Comptroller said that UNICEF would produce a table similar to that of UNDP summarizing progress made. The table would be shared with the Executive Board at its second regular session of 2011. Explaining that it was difficult to compare implementation rates across the bienniums for various reasons, he reiterated that UNICEF was committed to working with the Board of Auditors on addressing all the recommendations of the auditors. He further said that UNICEF would continue strengthening the management of supply systems and would monitor the strengths and weaknesses of implementing partners through the harmonized approach to cash transfers. Progress on the implementation of the evaluation policy was significant and would be reported on at the second regular session of 2011. On fraud, he emphasized that UNICEF had a zero-tolerance policy and that funds related to fraud were pursued for recovery and return to UNICEF. He addressed the questions on outstanding cash transfers by highlighting the time frame, noting that there was only a very small percentage of recommendations older than 9 months. Regarding the policy on refunds to donors, he said that this policy is currently under development as part of the regulatory framework, which would be ready as of January 2012. He closed by saying UNICEF would prioritize the recommendations related to IPSAS.

81. The Executive Director emphasized that UNICEF had a zero-tolerance policy on fraud, would make sure that the issue received priority in audits, and would continue to freeze payments or outlays in cases of suspected fraud. On supply, he noted how often the supply function had been praised by partners and he commended the division for its excellent work in supply management, in shaping markets and reducing prices for the benefit of children.

82. The Executive Board adopted decision 2011/4 (see annex).

F. Private fund-raising: 2011 workplan and proposed budget (item 8)

83. The Director of Private Fundraising and Partnerships (PFP) presented the report (E/ICEF/2011/AB/L.1 and Corr.1).

84. Delegations welcomed the report as being strategic and forward-looking. They noted that PFP had made timely adjustments to its workplan in light of the changing global economy and sought to tap into new revenue streams through two income-driving strategies: increasing the number of pledge donors worldwide and scaling up partnerships with the corporate sector. Some speakers pointed to the need to improve monitoring and evaluation mechanisms and said they hoped for the production of more regular reports that included data on corporate and individual donors. Other speakers welcomed the strategy to raise regular resources, particularly predictable income from pledge donors, as well as efforts at restructuring and securing investments for future income.

85. A number of delegations praised the fund-raising partnership of PFP with the National Committees and asked how this was being strengthened. The development of a new cooperation agreement with the National Committees was welcomed. One delegation asked whether UNICEF was addressing the issue of the retention of revenues by National Committees, as noted in a recent Board of Auditors report. Others praised the excellent the corporate partnerships of UNICEF and suggested that the United Nations system could benefit from the organization's experience in this area as a means to support development goals.

86. Several delegations took note of the restructuring of the cards and gifts model, and asked for an overview of the investment costs and estimates on expected income over the next three years, including sales margins and total turnover. One delegation cautioned that income forecasts in that area seemed optimistic and recommended making necessary adjustments to adapt future budgets to actual figures. Others welcomed the efforts to reduce controllable costs and direct expenses and to tap new private-sector resources, and asked about the future role of digital donations as well as the use of emergency communication as a strategic option to building partnerships with civil society. One delegation asked to see the breakdown of percentages for pledge, corporate, direct response and cash giving to total income, to illustrate changes in fund-raising practice and to illuminate fund-raising principles based on the new strategy.

87. The Chairperson of the Standing Group of National Committees summarized recent activities in resource mobilization and advocacy. She reported on successful fund-raising for emergencies, including those in Haiti and Pakistan, and said that income from the private sector in 2010 had topped the approved budget, and for the second time passed the $1 billion mark.

88. In response to the comments from delegations, the Executive Director said he strongly endorsed the use of investment funds to develop new income. He cautioned that income forecasts for 2011 in the PFP report might be higher than what has been projected in more recent estimates. He concluded that it was of extraordinary importance to reverse the trend of declining income in regular resources for UNICEF.

89. The Director of PFP thanked delegations for their many supportive comments. In terms of monitoring and evaluation, she said that PFP had reinforced capacity to generate specific reports, including on individual donors as well as on corporate giving, and would be able to share data more broadly with partners and stakeholders. PFP also aimed to share more regular reports on the cards and gifts rationalization as well as on returns on investment funds, she said. On strengthening relationships with National Committees, she said PFP anticipated that joint strategic plans would be in place for the majority of National Committees by the end of the year but stressed that these always needed to be reinforced by excellent interpersonal relations. On cards and gifts, she underscored the focus on current and future savings, and said that PFP would continue to monitor the figures. On the emerging area of digital donations, she said that PFP had identified a number of priority countries in Asia, Latin America and Europe that had potential to show results. A strategy for emergency communication, she said, was currently being developed under the lead of the Division of Communication and would also reinforce UNICEF support to the National Committees.

90. She noted that UNICEF was sharing its experiences with other United Nations agencies to align outreach and collaboration with the corporate world. She reported that since December 2009, when the Board of Auditors report was issued, one third of the National Committees were surpassing a 75 per cent contribution rate while another third reached 70 per cent or more. She stated that the joint strategic plans with National Committees that were being developed also focused on maximization of income and improvements in contributions rates. The Director concluded by noting that income projections, particularly for regular and other resources, were

based on a situation analysis but that emergency funding, by its nature, was always estimated conservatively.

91. The Executive Board adopted decision 2011/5 (see annex).

G. Road map to an integrated budget: cost classification and results-based budgeting — joint presentation of UNDP, UNFPA and UNICEF (item 9)

92. Deputy Executive Director Mr. Martin Mogwanja introduced the informal note on the road map, the highlights of which were then presented by the Comptroller.

93. The Comptroller emphasized that the joint informal note showing the harmonized results-based budget model was a milestone towards achievement of an integrated budget from 2014 onwards. The process, he said, had included consultations with the Executive Board over the past year.

94. Delegations expressed their appreciation for the considerable efforts that went into producing the results-based budgeting methodology and the different categorizations of costs, as well as for the consultations that had taken place with Member States. Speaking on behalf of 10 delegations, one speaker noted that the format achieved several results: (a) a clear understanding of the resource plan, including the expected contributions and resources used; (b) a more transparent linkage between resources and management results from the strategic plans, as well as a streamlining of results frameworks; (c) more transparent information on the use of all sources of income, core and non-core, for each costs category and functional cluster; (d) improved information on actual expenditures against projections; and (f) greater harmonization of the budgets, while respecting the specific business models of the agencies.

95. The delegations questioned whether the presentation of the information on management results in the annual reports of the agencies would prove to be cumbersome when future budget proposals were reviewed, and said that this plan may need further consideration.

96. UNICEF was also asked who would decide which costs would fall under the category of development coordination and whether this category would include costs associated with humanitarian coordination, such as cluster lead roles.

97. Regarding the proposed harmonized cost classification, the delegations asked how income from cost recovery would be represented in the results framework and proposed budget estimates. It would be important, they said, to outline the variable indirect costs of the organizations.

98. The delegations requested that the new budget document clearly explain where there were changes from the previous budget and the rationale. They asked UNICEF to support UN-Women in its effort to adopt a similar harmonized format for its 2012-2013 biennial support budget. Finally, they suggested that the road map towards an integrated budget for 2014 could be updated for the review of the 2012-2013 biennial support budget in September 2011.

99. In response, the Comptroller clarified that the category of development coordination would include the cost of humanitarian cluster leads, the component

that could be supported from global or regular resources. He explained that the Executive Board would be kept informed of the work on cost recovery, which was ongoing. One question being considered in this regard was how to allocate the amounts recovered from other resources among the categories currently defined. On the comparison of the 2012-2013 budget to the budget for 2010-2011, he said that the previous budget would be re-presented to facilitate the comparison. Meetings with UN-Women had already been set up to promote the partnership that would help that organization harmonize its budget with that of the others. Lastly, the road map would be updated in September, when the budget was presented, and include proposed milestones for achieving the integrated budget by 2014.

100. The Executive Board adopted decision 2011/6 (see annex).

H. Pledging event (item 10)

101. The Executive Director introduced the twelfth annual pledging event, expressing appreciation for the support that UNICEF has received from its donors, especially those who have sustained or expanded their support in the midst of the global economic crisis. He underscored the importance of regular resources to the work of UNICEF, saying that these core resources help UNICEF to implement the increased focus on equity, to protect children's rights and improve children's lives. He introduced a brief video that illustrated the sharpened focus of UNICEF on equity and the positive impact for children that core resources help to achieve.

102. The representatives of 17 Governments pledged their support for UNICEF, with 15 of them indicating specific amounts. The total amount pledged during the event was $264 million.[1]

103. Delegations emphasized the crucial need for regular resources, urging donors to increase their contributions in this area. This was especially important, they said, to support the equity focus on the poorest and most vulnerable children and families, and the achievement of the Millennium Development Goals. Several speakers expressed support for the excellent work of UNICEF in development, humanitarian and transition contexts. In particular, UNICEF was praised for supporting the rights of children, child protection, meeting the basic needs of children, expanding opportunities for children so that they could reach their full potential, and gender equality. UNICEF was also commended for its efforts to improve organizational efficiency and effectiveness and results-based management.

104. The Executive Director and the Director of the Public Sector Alliances and Resource Mobilization Office concluded the event by thanking the donors, including those who had pledged during the United Nations Pledging Conference in November 2010.

[1] For details of Government contributions to regular resources pledged or paid for 2010, and indicative figures for 2011, see "UNICEF regular resources: pledges for 2011" (E/ICEF/2011/CRP.3) on the UNICEF Executive Board website. Contributions also include pledges received during the 2010 United Nations Pledging Conference in November 2010 and those received outside of pledging events. As of mid-February 2011, UNICEF had received total pledges of $353 million for regular resources in 2011 from 39 Governments.

I. Other matters (item 11)

Special focus session on the collaboration between the Global Fund to Fight AIDS, Tuberculosis and Malaria and UNICEF

105. In his introductory remarks, the Executive Director of UNICEF noted that the Global Fund supported more than half of all international funding for antiretroviral treatment and two thirds of all funding for malaria and tuberculosis. The Global Fund had changed the way the international community financed health campaigns and was also helping to achieve a greater return on the enormous investments made.

106. The Executive Director said that UNICEF and the Global Fund were natural partners, with their missions driven by similar principles. The Global Fund's ability to attract and channel unprecedented levels of funding and its commitment to local ownership and decision-making, combined with the technical expertise and extensive country presence of UNICEF, had led to significant results, he said. He noted that the partnership had helped to cut new cases of malaria by more than 50 per cent in sub-Saharan Africa over the past three years, and added that, in 2010, UNICEF supported Global Fund grant recipients with procurement and supply management of low-cost drugs and other live-saving supplies in 43 countries. He said that UNICEF and the Global Fund were intent on strengthening their work in the prevention of mother-to-child transmission (PMTCT) of HIV in an effort to virtually eliminate the virus and achieve a generation free of AIDS.

107. In his presentation, the Executive Director of the Global Fund, Mr. Michel Kazatchkine, described the collaboration of his organization with UNICEF as remarkable. He stated that the mandate of the Global Fund was to focus on Millennium Development Goal 6 but that its work also had a major impact on Goals 4 and 5, which are at the heart of the mission of UNICEF. He reported that currently some 500 Global Fund grants were active in 117 countries. The three key principles for work of the Global Fund, he said, were country ownership, performance, and inclusiveness.

108. The Global Fund was innovative, he noted, because it was a financial instrument and not an implementing entity; its work complemented that of the United Nations agencies and other actors in development aid. The Global Fund depended on the collaboration of a broad range of partners and stakeholders at the country level, mainly through the Country Coordinating Mechanism (CCM), the entity that applies for Global Fund grants on behalf of a country. UNICEF is a member in at least 55 (40 per cent) of the 140 CCMs, he noted. In the absence of a suitable entity in a country, multilaterals step in as principal recipients. UNICEF was the principal recipient in the Democratic People's Republic of Korea and in Somalia and a sub-recipient in many other countries.

109. He said that, among other areas, UNICEF and the Global Fund would concentrate on procurement and supply management as well as technical support for countries in the scale-up of malaria interventions and PMTCT. The two organizations were convinced that it was possible to virtually eliminate mother-to-child transmission of HIV by 2015. He described how UNICEF was working to support this goal. In the fight against malaria, he said, UNICEF had made a remarkable contribution as a founding member of the affordable medicines for malaria initiative, known as the Affordable Medicines Facility — malaria, which

subsidizes private-sector and public-sector drug buyers to ensure that patients have access to effective treatments and drugs at affordable prices.

110. Mr. Kazatchkine noted several areas for further enhanced collaboration. Among them was supporting countries in securing grants from the Global Fund, especially grants for AIDS, which had a relatively low level of success compared with those of the two other diseases. He noted that UNITAID was phasing out support for paediatric treatment of AIDS and urged UNICEF to consider a future role as principal recipient in that area.

111. The Executive Director of UNICEF added that the potential to eliminate malaria as a public-health problem in most malaria-endemic countries and to virtually eliminate PMTCT over the next few years was a truly historic opportunity that should motivate the international community to work more closely together.

112. In the discussion that followed, delegations welcomed the opportunity to learn more about the Global Fund and its collaboration with UNICEF. They noted the vital role UNICEF played in the Global Fund activities in order to help to achieve the Millennium Development Goals. Several donor countries noted the significant scaling-up of funding since the first round of grants, which outpaced even the expectations of the founding members. One delegation asked whether recipient countries with strengthened health systems could eventually take over the role of the Global Fund in those countries. Several delegations recounted their positive experiences in combating the three diseases in their countries and commended UNICEF for supporting their CCMs in successfully applying for Global Fund grants and ensuring their implementation. Delegations commended the focus on elimination of PMTCT and some supported the idea that UNICEF should become a principal recipient in paediatric treatment.

113. One delegation asked whether there were plans to address the significant increase in the AIDS epidemic in Eastern Europe and Central Asia. Another delegation asked whether the low number of successful AIDS grants resulted from lack of capacity or of demand; whether the Global Fund was able to provide more integrated funding, with regard to health systems and infrastructure-strengthening, and whether the focus was on prevention rather than treatment.

114. In response, Mr. Kazatchkine thanked delegations for their expression of support for the Global Fund and its collaboration with UNICEF. He underscored that country ownership was crucial to ensuring the sustainability of results. For countries that moved up on the economic scale, he said that future arrangements could involve co-financing and a mixed donor/recipient status. On the AIDS pandemic in Eastern Europe and Central Asia, he said that access to treatment and prevention was more difficult in this region than in others, for various reasons. He emphasized that it would be important to overcome cultural obstacles and mobilize political leadership there.

115. He said that many AIDS grant applications were not accepted because they did not adequately address priorities in combating AIDS at the country level and described how the Global Fund was exploring new ways to help governments apply for funds. He called upon the World Health Organization and UNICEF to provide stronger technical assistance to countries in establishing plans and priorities for strengthening national health systems and in describing these plans and priorities in the next round of Global Fund grants.

116. The Executive Director of UNICEF underlined the importance of country ownership in ensuring sustainability. He emphasized the crucial need to strengthen community-based health systems, especially in communities with the greatest needs.

117. UNICEF Deputy Executive Director Mr. Saad Houry said that the fight against AIDS in Eastern Europe needed to focus on the underlying causes in that region, which include drug use and children without parental care.

118. He noted that the relatively high success rate for grant applications related to malaria were in part due to the efforts of the Roll Back Malaria partnership, which includes UNICEF as a member, to test the validity of the proposals before they were submitted to the Global Fund. He added that some action along those lines was now also being taken for HIV/AIDS proposals. He confirmed that prevention, care and support were all part of the strategy for fighting AIDS but acknowledged that more needed to be done in prevention.

Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 2: basic education and gender equality

119. The Associate Director for Education in Programme Division made a presentation of the topic.

120. Delegations expressed their appreciation for the in-depth discussion. UNICEF was praised for several aspects of its work in education: increasing enrolment rates, narrowing the gender gap, promoting education in crisis situations, paying greater attention to quality in education, working with governments on building their technical capacities in policy work, the global initiative on out-of-school children, and efforts to accommodate children with disabilities.

121. While acknowledging the leadership role of UNICEF in girls' education, delegations asked how UNICEF could improve the situation of adolescent girls, do more to provide girls with a safe learning environment, and address violence in schools, including sexual violence.

122. UNICEF was also encouraged to strengthen results-based reporting, including on how resources were spent. Speakers recommended that a greater emphasis be given to the demand side of education, addressing the improvement of access for various groups. UNICEF was asked to provide more information on challenges encountered in emerging areas such as urbanization, migration, climate change and education for adolescents.

123. One delegation recognized the significant progress made towards the Millennium Development Goal targets but recommended a closer focus on linking the Goals on health and education. This integrated approach was more likely to benefit the poor and marginalized groups. Speakers also stressed the importance of addressing all phases of education, from early childhood development through higher levels of education, and on emphasizing all aspects of quality, including teacher training.

124. Save the Children International expressed appreciation for its work with UNICEF on promoting equitable results for children. They recommended accelerated efforts to reach children out of school, including in conflict-affected and fragile states. Highlighting the importance of the co-leadership of Save the Children

and UNICEF in the education cluster in emergency response, they also urged governments to integrate education more fully into emergency response.

125. Delegations noted the important support for education taken by the General Assembly in its recent resolution and called on donors and governments to invest more resources in education.

126. Thanking delegations for their valuable input, the Associate Director for Education emphasized that UNICEF strongly supported girls' education around the world, including as lead in the United Nations Girls' Education Initiative partnership. Special efforts were being made to increase girls' enrolment and decrease violence against girls. She described the support of UNICEF for the abolition of school fees and other means of increasing enrolment of all children, and on the work of UNICEF in emerging areas, where good lessons were being assimilated. She said that teacher training was a key aspect of efforts to improve quality in education. On the collaboration with Save the Children as cluster co-lead, she said that the two organizations had succeeded in putting education at the forefront of humanitarian response.

127. The Executive Director added that girls' education, especially in hard-to-reach areas, was a strong priority for UNICEF, as was the focus on adolescents. He supported the call of delegations for a more integrated approach to development and for giving teachers more training and incentives, especially for work in the poorest areas. UNICEF, he said, would make ever greater efforts to measure results, though he recognized that this would be challenging for the organization as it increasingly engaged in 'upstream' work such as advocacy with governments and other partners.

Provisional list of agenda items for the annual session of 2011

128. The Secretariat shared with the Executive Board the provisional list of agenda items for the annual session of 2011 and noted that a proposal had also been made to include in the list a thematic discussion on the transition from relief to development.

J. Adoption of draft decisions (item 12)

129. The Executive Board adopted decisions 2011/1 through 2011/9 (see annex).

K. Closing statements by the Executive Director and the President (item 13)

130. In his closing remarks, the Executive Director noted that there were two main themes running through the discussions at the session: management and partnerships.

131. On management, the Executive Director stressed that monitoring for results was the key to the successful work of UNICEF. The organization would continue to try to simplify processes, including those related to audit, evaluation and human resources. He promised to report to the Executive Board on management progress at the next session.

132. Partnerships, he noted, were a key focus of every issue discussed at the session. UNICEF was working to improve its participation and leadership in United

Nations coherence as well as in its collaboration with partners beyond those of the United Nations. In this regard, he highlighted the importance of the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP and the new ties created with UN-Women in the area of gender equality.

133. Thanking Governments for their pledges for core resources, he said these resources would enable UNICEF to continue to achieve results for children, particularly those who are all too easily forgotten: the poorest and most vulnerable, especially those in emergencies.

134. In her closing remarks, the President thanked the participants for the excellent quality of the discussion during the session and the results achieved in a spirit of dialogue and partnership, highlighting the constructive engagement of the facilitators in the adoption of the decisions. She noted that the Executive Board had received comprehensive updates on a number of important issues. She thanked the secretariat for organizing the special focus session on the collaboration of UNICEF with the Global Fund, saying that it showed the importance of partnerships in achieving results. She encouraged UNICEF to continue to strengthen its response to the recommendations of the Board of Auditors and she thanked Member States for their contributions to UNICEF, especially to core resources, despite the global economic crisis. The session, she said, had clearly indicated that UNICEF aimed to be an authoritative voice for children and to achieve results through a focus on equity.

135. Both the President and the Executive Director paid tribute to Deputy Executive Director Saad Houry for his dedicated service to UNICEF for over 30 years. The members of the Executive Board gave him a round of applause.

III. Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP

136. This chapter originally submitted as an addendum to the report of the UNICEF Executive Board on its first regular session 2011 is a summary of the discussions that took place during the joint meeting of the Executive Board of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, held 4 and 7 February 2011. The text was prepared by the secretaries of the funds and programmes and approved by the Presidents of the three Executive Boards.

A. Equity: narrowing the gaps to push for achievement of the Millennium Development Goals

137. Following a brief welcome by H.E. Dr. A. K. Abdul Momen (Bangladesh), the President of the UNICEF Executive Board, who chaired the meeting, Mr. Anthony Lake, the Executive Director of UNICEF, introduced the concept paper. The Executive Director noted that overall progress has been made towards reaching the Millennium Development Goals but that the Goals are tracked by national averages that do not measure inequities within societies. Mr. Lake presented the example of inequities faced by children in sub-Saharan Africa, where a child in the poorest quintile is 2 to 3 times more likely to be stunted, not receive vaccinations, and not be enrolled in school. Such vast disparities have stirred UNICEF to refocus on

equity. The Executive Director also highlighted a modelling study carried out by a team of experts from within and outside UNICEF, which aimed to assess the cost-effectiveness of an equity-focused approach. The results of the study defied conventional wisdom: an equity approach, with efforts focused on the most vulnerable and hard-to-reach children and families, was the most cost effective and quickest way to achieve the Millennium Development Goals. Mr. Lake emphasized the challenge ahead, which is the need to move from modelling into action, to ensure that the Millennium Development Goals are achieved quickly, cost-effectively and equitably.

138. Ms. Helen Clark, Administrator of UNDP, noted in her opening remarks that there is "a disconnect between economic growth and human development" in many societies that are making overall progress but leaving behind the poorest of the poor. "GDP growth does not ensure equity", she said. "An explicit focus on inequality is now required."

139. Following the introductory remarks, 18 delegations took the floor, raising several key issues:

(a) The potential for the private sector and civil society to forge a partnership with the government to play a role in the equity-focused approach;

(b) The extent to which national governments have adopted the equity-focused approach, particularly in countries with large disparities;

(c) How the equity approach is being addressed in the least developed countries and middle-income countries, especially in Africa, Asia and Latin America;

(d) Whether the results from the study conducted by UNICEF on an equity-focused approach, which was modelled on the health sector, can be more widely applied to all areas covered by the Millennium Development Goals;

(e) What could be recommended to help national policies and programmes to address equity in the context of volatile situations.

140. Dr. Babatunde Osotimehin, Executive Director of UNFPA, in his remarks stressed the importance of addressing gender inequities for the sake of the broader development agenda, as women and girls are especially vulnerable to poverty and exclusion. "Equity is essential to everything that we do" he said. Ms. Michelle Bachelet, Executive Director of UN-Women, stressed the problem of gender-based disparities in education. While the education gap between girls and boys has narrowed in most nations, she said, inequities persist among marginalized communities — even in regions that have made great strides, such as those in countries of Latin America and Caribbean. She further added, "Women are essential in the achievement of the Millennium Development Goals". Mr Amir Abdullah, Deputy Executive Director of WFP, positioned equity as a key to development progress. "Hunger and food security are clearly an equity issue", he said. The world's poorest people, he added, "are depleting their assets, depleting their wealth, just to be able to feed themselves".

141. Responding to the issues raised by delegations, the following points were emphasized by the panellists:

(a) The large role that the private sector and civil society may play alongside the government in achieving the Millennium Development Goals through an equity approach;

(b) The promising reception given to the equity focus by national governments, with many of them encouraged by its cost-effectiveness;

(c) The necessity of an equity approach in all regions, tailored to specific country conditions;

(d) The centrality of an equity approach to all areas covered by the Millennium Development Goals; given the interrelated nature of the Goals, it is important to further analyse the effect of an equity approach across all sectors;

(e) The important role of social protection systems, especially in the face of volatility.

142. Overall, several common themes were expressed by both delegations and panellists. One was the importance of achieving gender equality globally. In this regard, UN-Women was enthusiastically welcomed as an entity that will play a vital role in accelerating this achievement. Another theme emphasized was the need for cooperation and collective action at the country level. Delegations expressed hope that countries could share experiences and learn from each other regarding equity-focused programming.

B. Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women

143. This session commenced with the President of the Executive Board of UN-Women, H.E. Mrs. U. Joy Ogwu (Nigeria), welcoming the Executive Directors of UNDP, UNFPA, UNICEF and UN-Women and the Deputy Executive Director and Chief Operating Officer of WFP to the session and inviting them to take the floor. The Under-Secretary-General and Executive Director of UN-Women, Ms. Michelle Bachelet, noted that, since taking office, she had been engaged in fruitful consultations with the heads of many United Nations system partners on how UN-Women could participate in or coordinate and, in some cases lead efforts to deliver more effectively results for achieving gender equality and women's empowerment. Stressing that UN-Women would work with the United Nations system to deliver results, she also stated that UN-Women would not compete with the other funds and programmes; rather, it would prioritize demand-driven country level support, focusing on a few critical thematic areas to generate visible results. She emphasized the need to build partnerships across the system and to create more opportunities for each United Nations organization to support gender equality, based on comparative advantages. She noted that while promoting accountability, UN-Women would not be the "gender police", but would instead step up support for implementation of existing mechanisms, such as performance indicators, as well as advancing a shared tracking system, or "gender marker" for the United Nations with the High-level Committee on Programmes and the United Nations Development Group (UNDG).

144. Dr. Babatunde Osotimehin, Executive Director of UNFPA, took the opportunity to congratulate Ms. Bachelet on the formal establishment of UN Women and addressed three issues in his statement: (a) capacity-development for gender mainstreaming; (b) collaboration with UN-Women; and (c) gender accountability. He emphasized the continuing commitment of UNFPA to working with UN-Women together with its partners in the "Health 4" (H4) (World Health Organization, UNFPA, UNICEF and World Bank) to support strong advocacy efforts to ensure universal access to reproductive health. Highlighting samples of some key UNFPA achievements in the area of gender equality, he reiterated the Fund's commitment to work together with other agencies to achieve greater progress for women and girls.

145. In her remarks, Ms. Helen Clark, UNDP Administrator and Chair of the UNDG, welcomed UN-Women to the UNDG and reiterated the commitment of UNDP to partner with UN-Women. Highlighting some key examples of effective partnership between UNDP and UN-Women she stated that the organization's International Assessment on what it will take to achieve the Millennium Development Goals is dependent on the investments made on women and girls. Stating that each agency has its own comparative advantage on gender issues, she also highlighted that initial discussions have commenced between UNDP and UN-Women to develop a joint guidance note for Resident Coordinators and United Nations country teams on how the UNDG can work together on gender-related issues at the country level.

146. Mr. Anthony Lake, Executive Director, UNICEF, welcomed Ms. Bachelet and reiterated the commitment of his organization to work with UN-Women in furthering issues relating to children's rights. He noted that while much had been achieved in reaching goals relating to health, nutrition and education, much more needed to be done. Collaboration with other funds and programmes was key to achieving desired results, he stated. He joined hands with the other Executive Directors in expressing support to UN-Women as it began its operations.

147. Welcoming Ms. Bachelet to her new role, Mr. Amir Abdulla, Deputy Executive Director and Chief Operating Officer of WFP, highlighted how the gender mandate is one in which all United Nations agencies have worked and will continue to work together. He emphasized the key role women played in agriculture and food production, regretting that despite playing such a vital role, they had little access to services and to decision-making. As long as power and access were inequitably divided, poverty reduction would not be achieved. He underlined that UN-Women would have a key role in giving marginalized women a voice. While there would be some overlaps, there are also gaps and UN-Women should play a role in ensuring that all funds and programmes worked together in a more cohesive manner to achieve desired outcomes.

148. Delegations taking the floor recognized that close collaboration among the various funds and programmes would be key during the transition phase of UN-Women. Many asked for clarification on the role of UN-Women in leading coordination at the country level and how this would take shape in the near future. Speakers noted the importance of working together to develop coordinated strategic plans, to clarify areas of work of the respective organizations, and to ensuring complementarities of results for gender equality, stating that the creation of a separate gender entity should not absolve the efforts of other United Nations bodies in working on gender issues.

149. In response, the Executive Director of UN-Women noted that organizational mandates outlined the division of labour and that this would be further articulated in the organization's strategic plan. She and the UNDP Administrator emphasized the need to be flexible and responsive according to needs and capacities in specific country cases. The WFP Deputy Executive Director reiterated the need for a pragmatic approach and the Executive Director of UNFPA underlined that joint programming and joint funding would be supported under the rubric of the Resident Coordinator, in order to advance inter-agency collaboration and achieve positive results for gender equality.

150. The President of the Executive Board of UN-Women thanked all the representatives for their key contributions and also took the opportunity to again thank the Member States for their continued support in ensuring that gender equality and gender mainstreaming was a shared vision for all. She expressed optimism about the future of UN-Women, given the commitments made by Member States and United Nations agencies alike to collaborate closely with UN-Women.

C. Efficiency of emergency response and the transition to recovery and long-term development: lessons learned

151. The President of the WFP Executive Board, H.E. Mrs. Agnes van Ardenne-van der Hoeven (Netherlands) opened the session by inviting the WFP Deputy Executive Director for Operations to introduce the paper. In summarizing the contents of the paper, the Deputy Executive Director clarified that due to their mandates in the fields of humanitarian and development assistance, the six agencies were present and active before, during and after a crisis. He pointed out that investments in humanitarian assistance, longer-term social safety and agriculture were indeed complementary. Post-conflict situations presented unique challenges because of the nexus among humanitarian, recovery and development activities; efforts needed to be made to better integrate risk assessment and vulnerability analysis and mapping into early warning and preparedness systems. While there was agreement that the cluster approach had led to greater coherence, cluster response needed to be strengthened during mega-crises.

152. At the invitation of the President, the Guest Speaker for Liberia, Professor Togba-Nah Tipoteh, took the floor. He thanked the United Nations for helping Liberia to move towards recovery, but stressed that until the fundamentals of poverty were properly addressed, the international community would continue to invest millions in temporary measures.

153. The UNICEF Representative indicated that issues related to the aid architecture in transition/fragile situations remained unaddressed, while the incidence, scale and complexity of emergencies were likely to grow in the coming years. There was a need to bridge the critical gap during the first 6 to 18 months, using existing funding mechanisms as necessary. The Representative of UN-Women insisted on the need to ensure that women's issues be tackled in a coordinated manner in emergencies and to improve the notorious underfunding of their needs. The Representative of UNDP indicated that it was necessary to bring development thinking into humanitarian operations, starting development earlier and keeping humanitarian assistance longer, building on existing local capacities and coordination mechanisms. The representative of UNFPA remarked that for transition

to recovery and long-term development, both humanitarian and development actors needed to collaborate more closely from the response phase. The year 2010 had provided invaluable lessons from Haiti and Pakistan that must be reflected and acted upon.

154. The President invited questions and comments from the floor and the ensuing observations were made:

(a) Transition was not given enough thought; emergencies should not be seen in stages; the Delivering as One concept should be applied to transitional and fragile countries;

(b) Donor funding should be improved and be more flexible during transition/fragile situations;

(c) Local purchase initiatives and cash transfer programmes were encouraged;

(d) When it came to addressing poverty, a differentiation was to be made between chronic and sudden emergencies;

(e) The Humanitarian Coordinator and the United Nations country teams were critical to coordination and to implementing clusters; disaster risk reduction should be integrated in clusters and preparedness mechanisms had to improve;

(f) Coordination among the United Nations organizations, peacekeeping missions and multilateral institutions should improve to help manage better complex operations, building on national capacity after the emergency is over; the importance of investing in local communities was stressed;

(g) Lessons learned in building resilience and capacity in mega-crises should be shared, as well as best and worst practices, and more examples given.

155. The WFP Deputy Executive Director for Operations answered that resources received were earmarked, which prevented a holistic approach. While funding was linear, the situations were not; adaptive tools were therefore needed. He stressed that there were risks to staff and operations and reputational risks for undertaking activities in such environments. A joint United Nations approach to capacity-building was also needed to ensure sustainability.

156. The President concluded the session, suggesting that transition be the main topic for the 2012 joint meeting of the Executive Boards.

D. Delivering as One: follow-up to Hanoi

157. The meeting was chaired by the President of the Executive Board of UNDP/UNFPA/UNOPS, H.E. Ms. Edita Hrdá (Czech Republic). Ms. Helen Clark, Administrator, UNDP, delivered an introductory statement on behalf of the United Nations organizations represented at the joint meeting.

158. Presentations were made by Mr. Diego Canepa, Under-Secretary to the Presidency of Uruguay, and Mr. Henrique Banze, Vice Minister for Foreign Affairs and Cooperation of Mozambique, on the experiences of the two countries as part of the Delivering as One initiative.

159. Following the presentations, the floor was opened for comments and questions to the panel. Delegations raised the following issues:

(a) It was asked what might be done to strengthen the political will to promote the initiative;

(b) It was said that work needs to be done at Headquarters to reduce the reporting burden on United Nations country teams. There was a further call on organizations to implement the management and accountability system, and a request was made for an update on this;

(c) A request was made for information about the work to empower United Nations Resident Coordinators;

(d) It was asked how the system can ensure the right balance between resource allocation and country-specific funding needs;

(e) It was stressed that Delivering as One is not an end in itself but a tool, and further noted that earmarked funding erodes the principle of national ownership and leadership;

(f) A request was made for the views of the panel on how the Delivering as One evaluation might be made accessible to Member States, and how this could be done in a way that led to a broadly supported outcome going into the quadrennial comprehensive policy review;

(g) It was asked whether there were funding gaps for the independent evaluation and what might be done to harmonize reporting.

160. The following responses were provided by Ms. Clark:

(a) A firm of consultants is working on the review of the management and accountability system. The outcome of that work will be relevant to the empowerment of the Resident Coordinators;

(b) The independent Delivering as One evaluation is coordinated by the Department of Economic and Social Affairs, not the United Nations Development Group, and there is a funding gap of $600,000;

(c) The United Nations system is aware of the sustainability issues surrounding the Delivering as One initiative, and there have been discussions on this with other principals. Agencies do not have the necessary resources, however, and a formula needs to be found for an equitable alignment.

161. Additional comments were made by representatives of UNICEF, UNFPA, WFP, UN-Women and UNOPS:

(a) Mr. Anthony Lake, Executive Director, UNICEF, emphasized that UNICEF was firmly on board with Delivering as One. While there are short-term transaction costs, these are redeemed by the long-term results at the country level. He stressed the need for agencies to retain their identities;

(b) Ms. Mari Simonen, Deputy Executive Director, UNFPA, said that the United Nations system needs to invest in change-management capacity. The work on business practices includes bringing to scale initiatives that have taken place so far, such as common procurement and common services. Some gains are relatively easy to accomplish, but there is a lot of work involved, and in areas such as information

and communications technology (ICT), up-front investments are needed. As was shown in the case of Mozambique, these investments pay off in the end;

(c) Mr. Amir Abdulla, Deputy Executive Director, WFP, further noted that up-front capital investment — particularly for ICT — can pose a challenge. He stressed the importance, as regards Delivering as One, of the role played by the regional teams, as well as the need to focus on delivering "a joint programme", i.e., a fully coordinated "one UN" programme, rather than many joint programmes;

(d) Ms. Gulden Turkoz-Cosslett, Senior Adviser, UN-Women, stated that UN-Women will seek to add value to existing coordination mechanisms. The Delivering as One approach has helped in addressing the lack of a coordinated approach on gender;

(e) Mr. Bruce McCarron, Director of the North America Regional Office, UNOPS, emphasized the firm commitment of UNOPS to Delivering as One and shared experiences of country team joint delivery in Afghanistan.

Part two
Annual session of 2011

Held at United Nations Headquarters from 20 to 23 June 2011

I. Organization of the session

A. Opening statements by the President and the Executive Director

162. The President said that in an increasingly insecure world it was more urgent than ever to make children a priority in international and national goals, plans and budgets. Highlighting several agenda items to be discussed at the session, including the draft country programme documents, the President noted how they reflect the equity approach championed by UNICEF. This approach, she said, focuses on the needs and rights of the poor, marginalized and disadvantaged populations and is critical to achieving the targets of the Millennium Declaration and Millennium Development Goals as well as national goals.

163. She noted that other key agenda items, in particular the annual report of the Executive Director: progress and achievements against the medium-term strategic plan, underlined the efforts of UNICEF to become more lean, efficient, effective and results-oriented and to work more closely with its partners, including those in the United Nations system.

164. The President added that in-depth thematic discussions of the MTSP focus areas, such as the discussion for this session on child protection from violence, protection and abuse, were helping to lay important groundwork for the preparation of the next medium-term strategic plan, 2014-2017. Commending UNICEF for its continued reporting on gender, including through the report on gender quality work in UNICEF, she said that a focus on gender issues must remain at the core of development.

165. In his opening remarks, the Executive Director commended the excellent and dedicated work of Mr. Saad Houry and Ms. Hilde Frafjord Johnson, the outgoing Deputy Executive Directors, and gave a warm welcome to Ms. Geeta Rao Gupta, the Deputy Executive Director, Programmes.

166. The Executive Director described the key priorities of UNICEF over the next few years, including the next biennium 2012-2013. One overarching area will be deepening the focus on equity — not just its formulation but its implementation in the field at country and community levels. This will involve working with partners to identify bottlenecks to reaching the hardest-to-reach populations.

167. Reaching such children, he said, has been made more difficult by the global financial crisis, as donors have cut funding and many governments have cut social spending. He said UNICEF must move forward to reflect these difficult realities, one of them being the continued decline in the core resources of UNICEF. To address the new realities, UNICEF had undertaken a budget review. It was recommended that for 2012-2013, UNICEF make a 4.2 per cent decrease in the budget covering management and a 5.3 per cent decrease in the institutional budget, compared with the budget for 2010-2011. Such cuts, he emphasized, will come mainly from headquarters areas and will not affect levels of resources for programmes.

168. In the years leading up to the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the new MTSP and the 2015 Millennium Development Goals deadline of 2015, he said UNICEF and its partners have a chance to make greater progress for children and to further

strengthen the organization. More progress is possible, for example, in the eradication of polio and in the battle against pneumonia and diarrhoea, two leading killers of children, as well as in helping countries to vaccinate their children. These efforts, he emphasized, need to be complemented by community-based initiatives that teach families how to recognize and treat these diseases and improve hygiene practices. By 2013, UNICEF and its partners aim to have made substantial progress in achieving a generation free of HIV/AIDS, including through prevention of mother-to-child transmission and reaching hard-to-reach women with antiretroviral therapy.

169. Efforts to prevent stunting and nutritional deficiencies, he said will aim to halt the damage inflicted on the physical and cognitive abilities of young children. Also emphasized will be quality education, including through such measures as expanding access to preschools, reducing school costs for families, providing children with safer places of learning, and teacher training. These measures, he emphasized, are an effective way to fight poverty, especially for girls. UNICEF will also work with partners to protect children from exploitation, violence and abuse, including by using innovative means to support birth registration and to protect children from trafficking, early marriage and other forms of exploitation. Along with these endeavours, he said, it is essential to promote universal ratification of the Convention on the Rights of the Child and its two Optional Protocols.

170. Building a better future for the world's most vulnerable children will also involve improving the quality, quantity and timeliness of data, especially through the conducting of UNICEF Multiple Indicator Cluster Surveys of households. UNICEF, he noted, had been working on a new concept built around Strategic Result Areas through which progress in crucial issues that need addressing — such as vaccination, reducing stunting or improving teacher training — is assessed with partners and key bottlenecks are removed. He said that more reporting on this innovation would be shared with the Executive Board at the second regular session of 2011.

171. A better UNICEF, he said, needs to be even more rapidly responsive to emergencies, strengthening its role as cluster lead in its areas of responsibility. Efforts have been made to improve newly created Rapid Response Teams.

172. He cited several initiatives under way to make UNICEF more efficient. These include the adoption of International Public Sector Accounting Standards (IPSAS), which will enable UNICEF to make better decisions on how to allocate resources and to realize greater efficiencies and savings. UNICEF is also committed to becoming even more transparent. The organization will, for example, publicize the prices it pays for vaccines.

173. A better UNICEF, he said, is also committed to strengthening partnerships — with its sister agencies in the United Nations, with entities such as the World Bank and with the private sector. UNICEF strives to be a leader in United Nations system-wide coherence.

174. The Executive Director ended his statement with a call for donors to support the organization's efforts to obtain additional core resources, which he said are fundamental to securing results for children. UNICEF will continue to work closely with National Committees for UNICEF on this important goal.

B. Adoption of the agenda

175. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2011/8) of the session.

176. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 51 observer delegations, 1 United Nations body, 3 intergovernmental organizations, the Standing Group of National Committees for UNICEF and 3 non-governmental organizations (NGOs).

II. Deliberations of the Executive Board

A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan, 2006-2013

177. The Director of the Division of Policy and Practice introduced the report (E/ICEF/2011/9). He noted that the data companion to the annual report had been expanded to contain indicators against the organizational targets and cross-cutting strategies, as well as information on key performance indicators of efficiency in UNICEF.

178. Delegations welcomed the annual report as being comprehensive and results-based. Several recommended that future reports better demonstrate the contribution of UNICEF to results achieved at the national level. Future reports, it was said, should focus more on lessons learned and correlating results more closely to the medium-term strategic plan (MTSP), including reporting on the baseline data of the MTSP. It was also recommended that the next MTSP (for 2014-2017) have a more robust results framework. Delegations noted that reporting needs to be based on up-to-date evidence, with some emphasizing the need for closer cooperation with national statistical offices.

179. Delegations made specific comments praising the work of UNICEF in all five focus areas, cross-cutting areas and humanitarian work, with many delegations requesting more information on specific areas of concern to them.

180. Delegations that intervened expressed unanimous approval for the equity approach promoted by UNICEF. This focus, it was noted, was closely linked to the human rights-based approach to programming and will make a strong contribution to achievement of the Millennium Development Goals targeted for achievement in 2015. UNICEF was requested by one speaker to provide more information on the results of the equity focus and how it would be applied in the United Nations system.

181. Also welcomed was the commitment of UNICEF to United Nations system-wide coherence, including Delivering as One. In this regard, it was suggested by some that the harmonization process be accelerated and strengthened.

182. A number of delegations encouraged UNICEF to increase its efforts in key areas, including humanitarian work. On cluster work, several speakers recommended that UNICEF look more closely into challenges in coordination of clusters, cluster leadership and the division of labour among agencies, in pursuit of

stronger coordination and accountability. Improved efforts, they said, would involve deploying the best-qualified staff in a more timely fashion. UNICEF was encouraged to work more closely with the United Nations Office for the Coordination of Humanitarian Affairs and other partners to implement the decision of the Inter-Agency Standing Committee to improve coordination and results.

183. The delegation of Japan thanked UNICEF, the National Committees for UNICEF and others for their support in the aftermath of the earthquake that hit that country on 11 March 2011. UNICEF was praised for its work in providing humanitarian aid to children and women affected by political change and was encouraged to share information on lessons learned in Haiti and Pakistan. One delegation said it would be useful for the Executive Board to have a more thorough discussion on humanitarian work, including system-wide coordination.

184. Another key area of discussion was gender. Delegations applauded the increasing efforts of UNICEF to promote gender equality throughout the organization and in country programmes. It was recommended that UNICEF redouble its efforts to increase the percentage of new country programmes that meet the standards for gender mainstreaming to a level above the reported 57 per cent. In addition, UNICEF was requested to mainstream gender equality results under each focus area in the next annual report and to further cooperate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

185. UNICEF was praised for its efforts to improve organizational efficiency and impact. Delegations asked for more information on Enterprise Risk Management and commended UNICEF for the increased efforts in ensuring the transparency of vaccine supply. Delegations also welcomed the Executive Director's support for reducing the organization's costs without reducing the level of programme funding. UNICEF was requested to ensure an adequate representation of programme countries in the hiring of staff.

186. Delegations welcomed the stronger emphasis placed by UNICEF on evaluation and audit. Some speakers suggested that evaluation receive additional human resources and other support. It was also suggested that a more systematic use of evaluation be made to analyse results. Regarding internal audit, some delegations requested UNICEF to allow wider access to internal audit reports.

187. UNICEF was commended for its focus on middle-income countries and least developed countries, particularly in the area of investment in nutrition. Some delegations recommended that UNICEF incorporate provisions of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, which had been adopted by the General Assembly in its resolution 65/280 of 17 June 2011, into UNICEF results frameworks and the MTSP for 2014-2017, as appropriate. It was also important, delegations noted, to continue to support South-South cooperation and to focus more intently on adolescents and youths, children with disabilities and the implications of climate change for children.

188. UNICEF was encouraged to work more closely with partners, including those in the United Nations system and the private sector, the World Bank and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

189. Delegations underscored the need to reverse the trend of decreasing levels of regular resources income, the core funding of UNICEF. A number of speakers urged donors to increase their regular resources contributions to UNICEF and requested

UNICEF to look for new sources of funding, including from domestic resource mobilization and from emerging economies.

190. Delegations expressed their strong appreciation for the work of outgoing Deputy Executive Directors Mr. Saad Houry and Ms. Hilde Frafjord Johnson. They welcomed Ms. Geeta Rao Gupta, as the new Deputy Executive Director, Programmes.

191. The Executive Director thanked the delegations for their comments and their statements of support for increasing the core resources of UNICEF. He expressed his appreciation to the Standing Group of National Committees for their excellent work and the renewed cooperation with UNICEF.

192. The Deputy Director, Policy and Practice, responding to questions and comments, thanked delegations for their valuable feedback, noting how it would improve the achievement of and reporting on results for children.

193. The Executive Board adopted decision 2011/12.

B. Report on progress of gender equality work in UNICEF

194. The Executive Board had before it document E/ICEF/2011/10. The Director of the Division of Policy and Practice introduced the agenda item.

195. Delegations expressed their support of the systematic efforts of UNICEF to improve gender equality, within the organization and in its work, welcomed mainstreaming efforts to enhance the synergy between its gender equality policy and the refocused equity approach. Delegations praised the UNICEF strategic priority action plan for gender equality, the establishment of the high-level gender equality task force, the development of the Gender Equality Marker (GEM) as a resource-monitoring tool, increased collection of sex-disaggregated data and strengthened partnerships and cooperation with United Nations system agencies, notably UN-Women. Delegations noted that gender equality was an essential human right and a key cross-cutting issue of development cooperation. Many welcomed that it was gaining greater attention within the United Nations development activities, expressing hope that enhanced coordination and sharing of experiences would increase synergies and efficiency in utilization of resources. Some delegations reiterated their request that the Executive Board discuss progress in UNICEF gender equality work every year at the annual session.

196. Delegations urged UNICEF to continue efforts to enhance quality assurance and monitoring, especially in the field; add a gender component as a mandatory training requirement for all staff; address the representation of women in senior positions with UNICEF; and include in future gender equality reports project outcomes and impact in the field. They noted that future reports would benefit from a clearer description of how implemented measures have led to results in the field and of how senior management made sure that disaggregated data are used to contribute to gender equality. Some stressed the importance of engaging men and boys in attaining gender equality as well as empowerment of woman, particularly mainstreaming girls' access to education, and inquired whether a mechanism had been established to address it systematically in the policy dialogue at country level. Others noted that large numbers of girls were involved in armed conflict and urged

UNICEF to continue to take gender into account in its disarmament and reintegration programmes.

197. Delegations urged UNICEF to continue to address persistent gaps in the analysis and use of sex-disaggregated data, particularly at country level, to learn more about intersections between gender and other forms of discrimination. Others, noting with concern that the percentage of country programme documents that met organizational standards for gender mainstreaming had decreased over the past year and that reporting on sex-disaggregated data was uneven across the MTSP focus areas, asked to learn more about UNICEF plans to strengthen analysis and use of such data and whether the GEM would be applied to monitor progress and results. Some delegations, noting the importance of integrating gender mainstreaming into performance management processes, inquired about accountability mechanisms and staffing levels with regard to gender expertise at regional and country levels. Others noted that it would be useful to develop more indicators that measured change rather than activities and inquired about UNICEF strategies for supporting government and civil-society partners in gender mainstreaming.

198. The Executive Director, in response, noted that gender equality was a key priority for UNICEF. However, while the organization was showing leadership within the United Nations family, the progress was not nearly fast enough and there were a number of areas to improve performance. The Director, Policy and Practice, noted that UNICEF would strive to report the impact of its gender equality work in the annual report of the Executive Director and put additional effort into disaggregating targets and indicators in the updated results framework of the MTSP and other reporting mechanisms. He explained that the GEM did not track development result but would help to identify key results that focused particularly on gender equality; he reported that the UNICEF GEM was being considered as a starting model for an inter-agency gender marker, within a process led by UN-Women.

199. The Director acknowledged that UNICEF had identified as critical issues in strengthening its work in advancing gender equality the engagement of men and boys, particularly at country level, and the use of disaggregated data. He reported that UNICEF would soon release a detailed analysis undertaken on a number of indicators of the ChildInfo database, which would be used to promote a more systematic use of gender-equality data by programme countries through UNICEF-assisted country programmes. He took note of other comments made by delegations, including joint work and coordination within the United Nations system, gender issues in post-conflict situations, and advocating with national partners and supporting policy development processes from a gender perspective. He concluded that UNICEF would continue to accelerate implementation of its gender policy and strategic priority action plan, with expected commensurate results and impact in the field.

200. The Executive Board adopted decision 2011/13 (see annex).

C. Report of the Office of Ethics

201. The Executive Board had before it document E/ICEF/2011/11. The Principal Adviser, Ethics, introduced the agenda item.

202. Delegations expressed their support for the Ethics Office and welcomed its efforts, including through training and outreach, to contribute to a culture of integrity and accountability at UNICEF. Stressing financial disclosure as a vital tool for avoiding conflicts of interest among staff, delegations welcomed the high compliance with the programme and urged the Ethics Office to ensure its continued success.

203. Noting that thorough reporting on financial disclosures would help build confidence in its capacity to identify and address conflicts of interest, delegations requested to see more detailed reporting on the actual number of cases requiring investigation or remedial action in future reports. Several delegations encouraged UNICEF to publicly disclose the financial and outside interests of senior staff to the extent possible under United Nations regulations.

204. Delegations welcomed the commitment of UNICEF to credible whistle-blower protections, emphasizing maximum transparency and impartiality in handling complaints of retaliation, and encouraged the organization to strengthen implementation of the policy. Some inquired how protection requests were handled when not covered by the whistle-blower policy. Others expressed concern about the lack of confidence in the protection against retaliation as observed in a recent internal audit on promoting ethics and UNICEF values in country offices, and inquired whether there was a follow-up to the audit report. Some asked whether the current capacity of the Ethics Office was sufficient to address ethics issues within UNICEF.

205. In response, the Executive Director confirmed the financial disclosure programme was extremely important for public confidence in UNICEF, and noted that the Ethics Office was revising disclosure policies to ensure greater transparency. He stressed his support for the whistle-blower policy and said he would make sure protections are in place. Acknowledging the remark about whether the Ethics Office is sufficiently staffed, he confirmed that he would consider requests for additional staff.

206. The Principal Adviser, Ethics, referring to the audit results, noted that it was unclear whether there was a lack of confidence or lack of awareness of the protection policy, and stated that her office would be increasing publicity of the programme in the future. Stressing that good protection and disclosure systems were in place at UNICEF, she noted that the Ethics Office was now moving to better analysis of the issues reported and their resolution. She reported that her staff was small but received tremendous support in their work from other parts of the organization, including the Office of Internal Audit and the Division of Human Resources.

207. The Executive Board adopted decision 2011/7 (see annex).

D. Proposals for UNICEF programme cooperation

(a) Approval of the revised common country programme document for the United Republic of Tanzania

208. The Executive Board had discussed the draft common country programme document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/DCCP/2011/TZA/1) at its 2011 first regular session. As there were no requests from

Executive Board delegations informing the Secretariat in writing that they wished to further discuss the document, the Executive Board approved the UNICEF component on a no-objection basis.

209. The representative of the United Republic of Tanzania thanked all partners who had supported the finalization of the common country programme document (CCPD), making it a dynamic document that reflected a change in direction by the United Nations in doing business in his country. He said that the process had demonstrated that the reforms under Delivering as One had provided lessons in enhancing the effectiveness of development assistance that were worth putting into practice elsewhere.

210. One speaker, intervening on behalf of 15 delegations, emphasized the importance of developing a lessons learned exercise regarding the CCPD for the United Republic of Tanzania and future CCPD. The delegation asked to hear about how this process can be streamlined and how it can strengthen partnerships within the United Nations. The delegation requested information on progress on Delivering as One to date, saying that this would be particularly useful for the consideration of the CCPD for Albania and other countries in future sessions.

(b) Draft country and common country programme documents

211. The President announced that the Executive Board would consider 26 draft country and common country programme documents. She said that in accordance with Executive Board decision 2008/17, the Executive Board was also being informed of the reasons for deferment of the presentation of 15 other draft country programme documents (CPDs) from the annual session to the second regular session, as contained in document E/ICEF/2011/CRP.11.

212. The Director, Programmes, gave an overview of the proposed country programmes, presenting them within the context of accelerating achievement of the Millennium Development Goals and the UNICEF equity strategy. He noted that the country programme documents promoted national and subnational policies that forged pro-equity strategies to overcome disparities and, depending on the context, articulated a combination of approaches for achieving equity-focused results.

Americas and the Caribbean

213. The Regional Director provided an overview of the four draft country programme documents and one multi-country programme document before the Executive Board: Chile (E/ICEF/2011/P/L.15), Eastern Caribbean multi-country programme (E/ICEF/2011/P/L.16), El Salvador, Honduras and Jamaica (E/ICEF/2011/P/L.17, E/ICEF/2011/P/L.19 and E/ICEF/2011/P/L.20).

214. Representatives of Antigua and Barbuda (speaking on behalf of the participants in the Eastern Caribbean multi-country programme), Chile, El Salvador, Honduras and Jamaica welcomed the strong partnership with UNICEF. UNICEF was acknowledged for assisting Governments to achieve equity, inclusion and poverty reduction, especially for those who are poor, marginalized, or vulnerable, including indigenous people of African descent, and persons with disabilities. Speakers pointed to significant progress achieved in their countries in several areas, notably child and adolescent health, protection and education, capacity-building, the rights of children and social policies. In addition, they highlighted major challenges

with regard to poverty and inequality, monitoring of effective policies and programmes that would address the needs of all children, including the most disadvantaged, malnutrition, low levels of school attendance in rural areas, child labour and the worrying rate of new infections of HIV among adolescents and young people.

215. One representative emphasized the work planned to mainstream gender into all programme components. Praise was also given for the work of UNICEF and its partners to respond to natural disasters, including the 2010 earthquake and tsunami that hit Chile and the drought in Guatemala.

216. Several representatives welcomed the importance the draft CPDs being aligned with local realities, priorities, and country ownership, and stressed the importance of South-South cooperation. Three representatives commended the work of UNICEF in middle-income countries and emphasized the need to allocate enough resources to allow these countries to sustain and build on progress made, including in achieving the Millennium Development Goals.

217. One delegation spoke on the draft CPD for Honduras, encouraging UNICEF to strengthen implementation of the rights of indigenous and Afro-Honduran children and children with disabilities. The delegation cautioned that the expected results may be ambitious, given the resources, especially in education. UNICEF was encouraged to cooperate more closely with United Nations agencies and other partners.

218. In responding to comments, the Regional Director emphasized that UNICEF was committed to working with partners in a range of countries, from poor to middle-income, focusing in particular on marginalized populations. All CPDs, he said, were emphasizing national ownership and capacity-building, including capacity for disaster response. He noted that in Honduras UNICEF was supporting the Government's goals in education, and that UNICEF counted on the support of all partners to make firm progress.

Central and Eastern Europe and the Commonwealth of Independent States

219. The Regional Director provided an overview of the documents before the Executive Board: one draft common country programme document for Albania (DP/FPA/OPS-ICEF/DCCP/2011/ALB/1 and Corr.1); three draft country programme documents: Kyrgyzstan, Montenegro and Ukraine (E/ICEF/2011/P/L.2 through E/ICEF/2011/P/L.4); and a recommendation for funding from other resources only, for Croatia (E/ICEF/2011/P/L.1).

220. The representatives of Albania, Croatia, Kyrgyzstan, Montenegro, Ukraine and other delegations from the region expressed their appreciation to UNICEF for its high level of cooperation. The representatives of the countries presenting new proposals to the Executive Board emphasized the importance of work being done to promote equality, inclusion and protection of vulnerable boys and girls, including the provision of quality health and basic social services. UNICEF was thanked for its support in implementing the Convention on the Rights of the Child and in achieving the Millennium Development Goals. UNICEF was also commended for the alignment of the country programmes with national priorities and the United Nations development assistance or partnership frameworks.

221. The representative of Albania said that the draft CCPD for 2012-2014 represented the second cycle of cooperation of the Government with One United Nations agencies. Outlining the aims of the proposed programme, the representative underlined the importance of Delivering as One, noting that it had brought increased coherence in programming, in close coordination with the Government, which gladly claimed ownership over United Nations assistance.

222. The representative of Croatia noted that its programme for 2012-2016 would concentrate foremost on fulfilling the rights of children, especially through child protection and young child development, with a focus on children who are Roma, have disabilities, are in contact with the justice system or are victims of violence, abuse and neglect.

223. The representative of Kyrgyzstan thanked UNICEF for its humanitarian assistance during the conflict of 2010 and noted that the proposed programme for 2012-2016 would support government and civil society efforts to increase equity and social inclusion for children who live in poverty, need protection and are at risk of ethnic violence, so that children can exercise their rights.

224. The representative of Montenegro noted that the main components of the proposed programme for 2012-2016 were child protection and social inclusion, as well as children's rights, and policy and planning with a focus on equity, inclusion and the protection of vulnerable girls and boys.

225. The representative of Ukraine said that the prevention and treatment of HIV/AIDS was a top priority, on which Ukraine had already achieved positive results. With the assistance of UNICEF, progress had been made towards the goal of universal access to treatment, care and support of HIV-affected children, and in prevention of mother-to-child transmission.

226. Two delegations commended UNICEF for its rapid humanitarian support during the 2010 conflict in Kyrgyzstan. They praised the draft CPDs for Kyrgyzstan and Ukraine and the work being done by UNICEF to support the priorities of those countries, including in children's and women's health, food security, preschool education, strengthening social programmes and combating HIV/AIDS. One of the delegations recommended that conflict-sensitive programme management be integrated throughout the programme in Kyrgyzstan and that UNICEF provide more information on planned synergies with the United Nations Population Fund in reproductive health.

227. The Regional Director thanked the delegations for their substantive and comprehensive comments. He said he agreed about the importance of addressing HIV/AIDS in Ukraine. It was one area in which achievement of the Millennium Development Goal needed priority attention.

East Asia and the Pacific

228. The Regional Director provided an overview of three draft country programme documents before the Executive Board: the Lao People's Democratic Republic, Mongolia and the Philippines (E/ICEF/2011/P/L.5 through E/ICEF/2011/P/L.7).

229. The representatives of the Lao People's Democratic Republic and Mongolia expressed their appreciation for the cooperation with UNICEF and for the support of donors and other partners. They emphasized that the draft CPDs had been prepared

in a consultative manner and were aligned with the Millennium Development Goals, the United Nations Development Assistance Framework (UNDAF) and national priorities.

230. The representative of the Lao People's Democratic Republic said that the programme for 2012-2015 will address priority areas such as health and nutrition, water, sanitation, hygiene, education, child protection and social policy. It was crucial, the representative said, to receive continued support to achieve Goals 4 and 5.

231. The representative of Mongolia said that the proposed programme for 2012-2016 centred on the two components of social policy: (a) investment in and advocacy for children's rights; and (b) integrated and inclusive interventions aiming to reach children most affected by disparities with cost-effective social services. The programme aimed to ensure that vulnerable children in particular benefited from the allocation of adequate resources.

232. The Regional Director emphasized the commitment of the Governments to an equity-focused development agenda and to a strong partnership with UNICEF. She added that the Governments had a strong sense of national ownership of the programmes.

Eastern and Southern Africa

233. The Regional Director provided an overview of two draft country programme documents before the Executive Board: Ethiopia and Zimbabwe (E/ICEF/2011/P/L.8 and E/ICEF/2011/P/L.9 and Corr.1).

234. The representatives of Ethiopia and Zimbabwe expressed appreciation for the good relationship with the organization and emphasized the commitment of their respective countries to their programmes of cooperation with UNICEF. The representative of Ethiopia noted that his country, as a "self-starter" Delivering as One country, was establishing structures and mechanisms to enhance United Nations reform in support of national priorities.

235. Delegations noted with approval that both programmes were aligned with the national priorities and strategies of the Governments. One delegation encouraged UNICEF to include gender-based violence and corporal punishment within an education context in the summary results matrices of the draft CPDs for Ethiopia and for Zimbabwe.

236. On Ethiopia, one delegation enquired about the lessons learned in decentralized planning and capacity-building for emergency response. Another delegation noted the low primary school net enrolment and low birth registration rates. The delegation welcomed the interventions to address these and other challenges, particularly for girls, such as female genital cutting, sexual violence and early marriage. One speaker recommended that the UNICEF results framework more closely follow the logic of the UNDAF. Another speaker said that environmental sustainability considerations should be integrated into UNICEF programmes.

237. On Zimbabwe, delegations recognized the good work being done in education and gender mainstreaming, despite a dearth of resources. UNICEF was urged to continue to address discrimination, particularly through the renewed focus on equity. One delegation expressed appreciation for the organization's work in

HIV/AIDS, particularly in the procurement of drugs, and urged UNICEF to increase its focus on the strengthening of the health system, nutrition and HIV interventions.

238. In response, the Regional Director noted that delegations had raised important issues. He said that, as delegations had recommended, UNICEF would continue to build on lessons learned, focusing on capacity-building, establishing an evidence base and addressing bottlenecks, as well as integrating a gender dimension and risk analysis into all aspects of programme work. He noted that in Ethiopia UNICEF had aligned its results framework with that of the UNDAF and would continue to align its interventions with national priorities and major development programmes and strategies.

Middle East and North Africa

239. The Regional Director provided an overview of one draft country programme document before the Executive Board: Morocco (E/ICEF/2011/P/L.10). In addition, there was a recommendation for funding from other resources only, for Oman (E/ICEF/2011/P/L.11).

240. The representative of Morocco expressed appreciation for the good relationship of his country with UNICEF, particularly in achievement of the Millennium Development Goals, and for the increase in resources for the proposed country programme compared to those allocated to the previous one. The representative described the priorities of the new programme and asked UNICEF several questions about the draft CPD: whether the budget should be broken down by geographic areas rather than by issues; about the wording regarding community development plans; and about the involvement of vulnerable groups in emergency preparedness plans and whether UNICEF had undertaken such plans and projects in cooperation with the Government.

241. One delegation praised the participatory process that had led to the development of the UNDAF and draft CPD for Morocco in close cooperation with the Government. As a result, the delegation said, Moroccan partners had taken ownership of the programme, which aimed to create a protective environment conducive to equity for all children in the country. The delegation expressed the hope that United Nations partners would take advantage of the new initiatives of the UNDAF to enhance coordination and synergy.

242. In response, the Regional Director expressed appreciation for the support received from partners at the country level and said she would confer with the representative of Morocco on the questions regarding programme budgeting and the preparation for humanitarian assistance.

South Asia

243. The Regional Director provided an overview of one draft country programme document before the Executive Board: Bangladesh (E/ICEF/2011/P/L.14).

244. The representative of Bangladesh said that the draft CPD had been prepared through a consultative process under the leadership of the Government and was designed to achieve results for the poorest children and their families and communities. The document reflects the areas in which UNICEF has a distinct advantage in the United Nations system and aims to achieve the Millennium Development Goals as reflected in the UNDAF. The representative recommended

that UNICEF work with the Government and stakeholders to ensure that the revised CPD contributes towards the aspirations of the people of Bangladesh, is aligned with the principles of the joint cooperation strategy with the Government, and incorporates close cooperation with UN-Women.

245. One delegation praised UNICEF and the Government for the consultative process behind the draft CPD and for its reflection of the equity approach. The delegation noted that there could be a clearer linkage to the MTSP and its key result areas and asked whether a gender review had been carried out. In addition, the delegation inquired whether there were sufficient resources to carry out the goals of the programme.

246. The Regional Director, responding to what he said were valuable comments, noted that UNICEF would work with government and other partners in Bangladesh to ensure clear linkages of the draft CPD result areas with those of the MTSP. Responding to the question on how such excellent results were achieved in birth registration and how they could be replicated, he said the initiative was a joint initiative of the United Nations led by the Government, which showed strong commitment. This commitment, he said, was also evident in the development of an action plan to address the recommendations of the Committee on the Rights of the Child. Regarding the budget, he said that the funding ceiling, though ambitious, was realistic, given the needs of the country and the possibility of enhanced funding.

West and Central Africa

247. The Regional Director provided an overview of eight draft country programme documents before the Executive Board: Central African Republic, Chad, Gabon, Gambia, Ghana, Mauritania, Sao Tome and Principe, and Senegal (E/ICEF/2011/P/L.21 through E/ICEF/2011/P/L.28).

248. The representatives of Chad, Gabon, Ghana, Mauritania and Senegal expressed their appreciation for the good relationship they have with UNICEF. The representative of Chad reported that his Government had adopted national policies favourable to promoting and protecting the rights of children and women and had made significant efforts to establish appropriate mechanisms and structures in health and education. The representative of Gabon reported that his Government intended to establish, with the assistance of UNICEF, a national framework for social protection for the most vulnerable children and their mothers, including in emergencies. The representative of Ghana expressed appreciation for the field visit made to Ghana by delegations of the Executive Board from 9 to 14 May 2011. She noted that the assistance of UNICEF in strengthening national capacities in health care, nutrition, water and sanitation, education and protection had contributed to the ability of Ghana to achieve a number of Millennium Development Goals. The representative of Mauritania noted that his country was prepared to consolidate its cooperation with UNICEF.

249. One delegation favourably assessed the draft CPDs for Gambia, Mauritania and Senegal but raised the issue of sustainability of some activities and the division of labour among the various stakeholders. Emphasizing the importance of breastfeeding to child survival, the delegation suggested including child survival and development in the country programme for Mauritania.

250. In response, the Regional Director thanked the delegations for their comments, including those on importance of focusing on disparities, poverty and exclusion, child survival and development, health and nutrition, and the demobilization of children. He said that the questions and concerns of the delegations demonstrated a high level of cooperation and understanding.

251. The Executive Board adopted decision 2011/8 (see annex).

(c) Extensions of ongoing country programmes

252. In accordance with decision 2009/11, the Executive Board was informed of the one-year extensions of seven ongoing country programmes that were approved by the Executive Director. Those countries are the following: Belize, Bhutan, Guinea, Haiti, Madagascar, Republic of Moldova and Tunisia. The Executive Board was requested to approve the second consecutive one-year extension of the country programme for South Africa and the two-year extension of the country programme for Paraguay.

253. The Executive Board adopted decision 2011/19 (see annex).

E. Reports of the field visits of the Executive Board

(a) Report of the field visit to the Plurinational State of Bolivia by members of the Bureau of the Executive Board, 11-15 April 2011

254. The report (E/ICEF/2011/CRP.12) was introduced by Ms. Gillian Joseph, Vice-President of the Executive Board representing the Group of Latin American and Caribbean States. The Vice-President noted that the field visit, which concentrated on field trips to programme sites in and around La Paz and the province of Cochabamba, showed the progress made in promoting the equity approach in accordance with Government priorities, policies and plans. UNICEF was working with a range of partners, including government and community groups at the local level and members of the United Nations system, to address inequities and widen access to quality social services. These endeavours were benefiting the poorest and most vulnerable in society. Progress was also evident in strengthening the formulation and implementation of public policies in favour of children and women and in strengthening the evidence base for successful programming. It was recommended that UNICEF further systematise its work, strengthen the evidence base, and cooperate more strategically with partners.

(b) Report of the joint field visit to the Republic of the Philippines by members of the Executive Boards of UNDP, UNFPA, UNICEF and the World Food Programme, 26 March to 2 April 2011

255. Following introductory remarks by Ms. Janet Karim on behalf of H.E. Mr. Brian G. Bowler, Permanent Representative of Malawi to the United Nations, who led the delegation to the Philippines, the Chief Rapporteur of the field visit, Mr. Noel Gonzalez-Segura, Second Secretary of the Permanent Mission of Mexico to the United Nations, introduced the report (E/ICEF/2011/CRP.13 and Corr.1).

256. Ms. Janet Karim noted that the joint field visit allowed the delegation to gain a first-hand understanding of the programmes of the United Nations agencies at the country level and that the delegation was highly impressed by the work UNICEF

was accomplishing in the Philippines. It was noted that the delegation expressed its gratitude to the Government of the Philippines for opportunities of substantial dialogue with senior officials and to the United Nations country team for the carefully prepared visit.

257. Mr. Gonzalez-Segura reported that the delegation had learned about the social-economic complexity of the situation and that averages of developmental indicators often concealed great disparities within the country. He said the report concluded that continued United Nations support in development was needed in the Philippines.

258. The representative of the Republic of Korea, who participated in the visit, noted that tens of thousands of children were still unable to receive a basic level of care and protection in the country. Such children included those who were displaced because of conflict. The security situation remained tense, he said, noting that the operational environment of the United Nations agencies was fluid, with UNICEF providing nutrition packages to seriously malnourished children, operating child-friendly spaces, and providing safe drinking water and sanitation units.

(c) Report of the field visit to Ghana by members of the Executive Board, 9 to 13 May 2011

259. The report (E/ICEF/2011/CRP.14) was introduced by Ms. Gail Farngalo, Counsellor of the Permanent Mission of Liberia to the United Nations. She expressed gratitude to the Government of Ghana and the UNICEF country office for organizing the field visit and noted that the programme of visit, prepared at relatively short notice, allowed the delegation to hold discussions with many stakeholders at national, regional and local levels. The delegation members were thus able to gain an impression of the situation of children and women in urban and rural areas, she said.

260. Witnessing the reality of UNICEF development activities at country level, the delegation observed significant pockets of poverty with considerable disparities in health care, nutrition, education and child protection. She concluded that the delegation believed the UNICEF country programme, in focusing on disparities, would assist Ghana, which has become a middle-income country, to tackle the most important challenges for the children and women of Ghana.

F. Address by the Chairperson of the UNICEF Global Staff Association

261. The new chairperson of the UNICEF Global Staff Association underlined the commitment of UNICEF staff to the organization's mandate. He noted some key concerns and challenges, such as staff safety and security, hazard pay in high-risk areas and rest and recuperation in hardship duty areas, as well as issues related to staff recruitment and job insecurity due to the funding situation of UNICEF. The chairperson underlined the fact that disparities existed within the organization, particularly between national and international staff. He said that the disparities relating to salaries, working conditions and education grants needed to be addressed. He concluded by saying that UNICEF staff members were looking to the Executive Director to champion their cause.

262. In response, the Executive Director welcomed the new chairperson to the post, noting he was the second to be elected from the field. He said UNICEF would, operating within the rules of the United Nations system, seek to find a practical way to reduce the disparities between national and international staff.

G. Other matters

263. The Secretary of the Executive Board introduced the provisional list of agenda items for the 2011 second regular session of the Executive Board, scheduled to take place from 12 to 15 September.

Thematic discussion on results and lessons learned in focus area 4 of the medium-term strategic plan: child protection from violence, exploitation and abuse

264. Following an introduction by the Director, Programmes, the Chief of the Child Protection Section in Programme Division presented the background document prepared for the discussion.

265. Delegations expressed their gratitude for the in-depth discussion, noting that child protection was central to the mandate of UNICEF and the achievement of the Millennium Development Goals. Acknowledging the complexity of the issue, which affected developing and developed countries alike, delegations noted that child protection should be considered holistically and within the context of the organization's renewed focus on equity. Many noted that child protection required addressing root causes and social norms that were harmful for children. These included corporal punishment and issues particularly affecting girls, such as female genital cutting.

266. Many delegations stressed the need to develop robust protection systems, particularly in humanitarian situations and armed conflict, and to strengthen protection mechanisms, including psychosocial counselling. Some stressed the need to encourage and support social protection legislation, including for adolescents and for migrant and refugee children in a range of areas including juvenile justice, health and education. The emphasis, they said, needed to be placed on prevention and on promoting a protective environment for children. Many delegations emphasized that the importance of birth registration in that regard.

267. Delegations praised UNICEF efforts in achieving universal ratification of the Optional Protocols to the Convention on the Rights of the Child. They noted with appreciation the leadership of UNICEF in child protection within the United Nations system, including in relation to Security Council resolutions 1612 (2005), 1882 (2009), 1888 (2009) and 1960 (2010), as well as the initiative of UNICEF to establish a common system for the Monitoring and Reporting Mechanism in the field. Many commended the collaboration of UNICEF with the Secretary-General's Special Representatives for children in armed conflict and for violence against children.

268. Noting the limited data available on child protection, many delegations called for more research in various areas, such as gender-specific vulnerabilities of girls and boys, particularly related to sexual violence, and the impact of organized crime on children. One delegation enquired about lessons drawn from the 2010 UNICEF analysis of key child protection issues in 53 countries. Delegations also enquired

about monitoring, gender mainstreaming, collecting and reporting sex-disaggregated data, and updating indicators and key result areas in child protection. Also stressed was the importance of partnerships, including with UN-Women, as well as multisectoral cooperation and sharing of good practices in child protection.

269. Another delegation noted with concern that child protection had seen a decrease in the amount of resources allocated to it in the budget of UNICEF. Others enquired about UNICEF plans for increasing human resources and about the field capacity of the organization in humanitarian situations.

270. In response, the Executive Director noted that protection was integral to the equity agenda worldwide. He stressed that the most effective UNICEF work in child protection was in terms of systems and legal frameworks rather than specific projects on the ground, and highlighted the importance of birth registration, which had an enormous implication in many areas. Noting the growing UNICEF involvement in the Monitoring and Reporting Mechanism, he said the question of resources was increasingly an issue.

271. The Chief, Child Protection, said that the holistic approach involved systemic, upstream work on legal frameworks. She noted the important and growing role of partnerships, including with civil society actors, to address many of the child protection issues around the world. Acknowledging the widespread interest in protecting children affected by emergencies and armed conflict, she highlighted the organization's role within the Child Protection Working Group and noted that child protection was a significant part of the UNICEF Core Commitments for Children in Humanitarian Action.

Launch of the "Safe and Friendly Cities for All" joint programme initiative

272. The session was briefly suspended for the launch of the joint programme initiative of UN-Women, UN-Habitat and UNICEF. Panellists included Ms. Michele Bachelet, Executive Director of UN-Women, Ms. Cecilia Martinez, Director of the UN-Habitat New York Office, and Mr. Anthony Lake, Executive Director of UNICEF.

H. Adoption of draft decisions

273. The Executive Board adopted decisions 2011/7 through 2011/13 (see annex). The delegation of Bangladesh expressed appreciation for all the support given for the formulation and adoption of the decision on implementation of the Istanbul Programme of Action on Least Developed Countries.

I. Closing statements by the Executive Director and the President

274. The Executive Director thanked the Executive Board members for their constructive comments on the work of UNICEF. He noted that the organization was implementing the equity agenda with a focus on results, and stressed that such an approach included an increased emphasis on monitoring and analysis, in order to improve the performance of UNICEF. It was clear, he said, that the equity agenda was woven into all aspects of the organization's work, including gender equality and child protection, and that support for the equity agenda from partner Governments

was also evident in the discussions on the country programme documents and the field visit reports.

275. He thanked the delegations for their supportive statements on the organization's efforts to secure a critical mass of core resources, reiterating that UNICEF needed sufficient regular resources to achieve results for children. He reaffirmed the continuing commitment of senior management to support the Office of Ethics, and stressed that transparency would deepen the public's confidence in UNICEF. In conclusion, he thanked the members for their work in the informal meetings and noted that the vigorous informal debates had led to the adoption of decisions that preserved the sense of unity and common purpose that had characterized the formal meetings throughout the session.

276. The President expressed her appreciation to participants for their positive engagement and acknowledged the successful results of the session. She noted that a key dimension in the annual report and indeed in all aspects of the work of UNICEF was the focus on equity. The efforts of UNICEF on behalf of the most vulnerable children were all the more important, she said, because the gulf between the rich and the poor remained, particularly in the face of the continuing financial crisis and proliferating humanitarian emergencies.

277. Another important area she underscored was child protection, noting that the thematic discussion on that issue had revealed how important it was to promote the rights of the child, not only for the sake of the children but also for the sake of the societies they lived in. She stressed that it was the duty of all Member States to achieve universal ratification of the Convention on the Rights of the Child and its Optional Protocols. She concluded by urging Member States to increase their contributions to the core resources of UNICEF so that the organization could continue to fulfil its core commitments in protecting and promoting the rights of children.

Part three
Second regular session of 2011

Held at United Nations Headquarters from 12 to 15 September 2011

I. Organization of the session

A. Opening statements by the President and the Executive Director

278. On behalf of the Executive Board, the President expressed sympathy for the victims of recent crises around the world, including those in the Horn of Africa, Nigeria and Norway. She highlighted the fact that emergencies were increasingly part of routine development work.

279. Summarizing the agenda items for the session, the President emphasized the importance of cooperation in achieving results for children, including cooperation among United Nations agencies. This was evident in the preparation of the institutional budget for 2012-2013 and in the country and common country programme documents, which demonstrated how well UNICEF could work with other United Nations agencies to "deliver as one". She welcomed the increasing importance given to evaluation and internal audit, and to the management response to issues raised in these two areas.

280. All these efforts, she said, supported the equity approach championed by UNICEF, which will help to achieve the Millennium Development Goals and national goals for children in a faster and more economical way.

281. In his opening remarks, the Executive Director highlighted the humanitarian response of UNICEF and its partners to the deepening crisis in the Horn of Africa and to other crises, including those in Haiti, Japan, Pakistan and West Africa. He said that prevention and response would place ever greater strains on the resources of UNICEF.

282. After noting several new areas of progress in the equity approach, he outlined four areas of focus for UNICEF in its efforts to continue to improve management and seek savings: (a) the institutional budget for 2012-2013 and the harmonized approach to an integrated budget; (b) evaluation, including an increased level of management response to evaluation, and support for national capacity; (c) managing for results; and (d) enhanced transparency.

283. Regarding transparency, he said he welcomed the recent decision of the Executive Board of UNDP, of UNFPA and of UNOPS to widen access to internal audit reports to include disclosure of such reports to donor intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria. He said he would welcome a similar decision by the UNICEF Executive Board.

284. The Executive Director emphasized that UNICEF budget cuts, which had reached 5.3 per cent, had not, and would not, affect the level of support for programmes. He closed by expressing his concern about the decline in the level of core ("regular") resources of UNICEF.

B. Adoption of the agenda

285. The President said that the members of the Executive Board had reached an agreement on the adoption of a draft decision in response to a request made by the Republic of South Sudan to present the draft country programme document to the Executive Board at the first regular session of 2012. This would be considered under agenda item 13, the adoption of draft decisions.

286. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2011/13) for the session.

287. In accordance with rule 50.2 and the annex of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 26 observer delegations, 1 United Nations body, 1 intergovernmental organization and 4 National Committees for UNICEF.

II. Deliberations of the Executive Board

A. Proposed programme of work for the Executive Board sessions in 2012 (agenda item 3)

288. The proposed programme of work for the Executive Board sessions in 2012 (E/ICEF/2011/14) was introduced by the Secretary of the Executive Board and adopted in decision 2011/14 (see annex).

B. Proposals for UNICEF programme cooperation (agenda item 4)

Approval of revised country programme documents discussed at the 2011 annual session (agenda item 4 a)

289. The President stated that the Executive Board had discussed 24 country, common country and area programme documents at the 2011 annual session, which were subsequently revised in consultation with the respective Governments: Albania, Bangladesh, Central African Republic, Chad, Chile, Eastern Caribbean multi-country programme, El Salvador, Ethiopia, Gabon, Gambia, Ghana, Honduras, Jamaica, Kyrgyzstan, Lao People's Democratic Republic, Mauritania, Mongolia, Montenegro, Morocco, Philippines, Sao Tome and Principe, Senegal, Ukraine and Zimbabwe. In addition, the Executive Board had considered two recommendations for funding from other resources only: Croatia and Oman. The Executive Board approved the revised documents on a no-objection basis in accordance with Executive Board decision 2006/19.

Draft country, area and common country programme documents; regional summaries of midterm reviews of country programmes; and extensions of ongoing country programmes (agenda items 4 b, 4 c and 4 f)

290. The Director, Programmes, provided an overview of the agenda items, following which the floor was given to the respective Regional Directors.

Americas and the Caribbean

291. The Regional Director provided an overview of five draft country programme documents (CPDs): Brazil, Dominican Republic, Guyana and Suriname, Panama, Peru (E/ICEF/2011/P/L.40 through E/ICEF/2011/P/L.44). In addition, he introduced the summary of midterm reviews of country programmes (E/ICEF/2011/P/L.32) for the Plurinational State of Bolivia, Costa Rica, Colombia, Cuba, Haiti, Mexico and Nicaragua, as well as the Eastern Caribbean multi-country programme and the Proinclusion subregional programme.

292. The representative of Suriname thanked UNICEF for the critical role it plays as an advocate for children. Remarking that global progress has been unsatisfactory on the Goals most related to children, he conveyed the opinion of the President of Suriname that promises needed to be honoured. He said that Suriname was committed to working with UNICEF on the realization of the country's development goals.

293. The representative of Guyana expressed appreciation for the work of UNICEF in support of national development priorities. This partnership had resulted in the establishment, inter alia, of the Child Care and Protection Agency. She said that the proposed new programme would contribute to the realization of the rights of children and women, an important focus of national policy, and pays particular attention to disparity reduction and the elimination of inequities. Implementation of the programme was expected to contribute to attainment of the priority objectives of the Poverty Reduction Strategy and the Low Carbon Development Strategy of Guyana.

294. The representative of Panama said that the emphasis of the programme on protection, inclusion and the reduction of inequalities was essential in ensuring the rights of children and adolescents and to achieving the Millennium Development Goals. She noted that the President of Panama was committed to overcoming barriers to ensuring that all children and young people, especially those from indigenous and Afro-descendent communities, benefit from economic growth. On behalf of President Martinelli, she expressed appreciation for the work of UNICEF in support of these efforts. The representative added that the regional United Nations hub to be established in Panama would be a critical step in promoting system-wide coherence and effectiveness for sustainable development in the region.

295. The representative of Peru said that the draft CPD was based on the pressing needs of children and on national development priorities. The document had been prepared in close consultation with relevant government offices, civil society and other partners. The representative noted that, thanks to the support of UNICEF, Peru had made significant progress in key areas such as reducing chronic malnutrition and child mortality and increasing coverage of basic health services. She emphasized that the President of Peru has sought to ensure growth based on social inclusion, equal rights and opportunities, and investment in early childhood. The main challenge, she said, is to implement actions to assist children in indigenous communities living in rural areas and in the Amazonia and Andean regions.

296. The representative of Brazil noted that the draft CPD had been developed in close consultation with government agencies and civil society, and was fully aligned with the priorities of the Government. He emphasized that the new programme would contribute to the universalization of the rights of children and adolescents and to strengthening local capacities. Though Brazil is on track to achieve the Goals, he said, the country programme would seek to address the structural weaknesses in many regions and localities. He highlighted the growing partnership with UNICEF in South-South cooperation, including triangular cooperation. He agreed with the Regional Director's statement that the 2014 FIFA World Cup and 2016 Summer Olympics, which will take place in Brazil, would offer significant opportunities to address issues related to discrimination.

297. The representative of the Dominican Republic expressed appreciation for the work of UNICEF in the Dominican Republic and worldwide. She relayed comments

on the draft CPD given by the National Council for Children and Adolescents (known as CONANI) and the Central Electoral Board. In doing so, she highlighted the importance of strengthening the functions of CONANI both in the protection of children and adolescents and in the development of statistical information in this area. She described significant achievements made in birth registration and underscored the need for continued UNICEF support for children and adolescents in her country, particularly those who live and work on the street.

298. One delegation recommended that the "zones of intervention" mentioned in draft CPD for Peru be more precise and that the focus be strengthened on vulnerable children and adolescents, in line with the equity approach. The speaker called for greater coordination among UNICEF, UNDP and UNFPA. In addition, the speaker noted that complementarities could be strengthened between programmes in health and sustainable development supported by her Government and those supported by UNICEF.

299. The Regional Director expressed his appreciation for the comments in support of the draft CPDs and thanked the Dominican Republic for sharing new data on birth registration.

East Asia and the Pacific

300. The Regional Director provided an overview of the draft CPDs for Thailand (E/ICEF/2011/P/L.45); the draft common country programme documents (CCPDs) for Papua New Guinea (DP/FPA/OPS-ICEF/DCCP/2011/PNG/1) and Viet Nam (DP/FPA/OPS-ICEF/DCCP/2011/VNM/1); and the summary of midterm reviews of country programmes (E/ICEF/2011/P/L.33) for Papua New Guinea and the Pacific Islands multi-country programme.

301. The representative of Viet Nam noted that the cooperation framework of the CCPD between Viet Nam and UNICEF had drawn on the lessons learned in child protection and in the implementation of the Convention on the Rights of the Child. Developed in line with the country's development plan, the framework recognized that Viet Nam had attained significant achievements in children's rights but faced difficulties in promoting sustainable development, in reducing poverty and inequality, and in improving social protection and access to social services. Building upon the comparative advantages of UNICEF, the programmatic priorities were child-sensitive social protection and child protection. UNICEF would assist the Government in achieving the Millennium Development Goals, with a focus on reducing disparities, notably for children from ethnic minority groups.

302. Delegations welcomed the commitment to Delivering as One in Viet Nam and the tripartite mechanism that brought together the Government, the UNCT and donors to align the draft CCPD with national planning processes. The "One Plan" under "One Budget", they said, helped to strengthen transparency and accountability. Several delegations welcomed the integration of a rights-based approach to programming, the promotion of gender equality and the equity focus on vulnerable and disadvantaged groups, including ethnic minorities. Some delegations noted that the CCPD had incorporated lessons learned from the Delivering as One pilots and streamlined the One Fund.

303. Others said that the CCPD for Viet Nam could further clarify the role of United Nations system partners and present a risk analysis and a risk management

strategy. Some requested further details on programme management and asked how joint programming would be translated into practice. Delegations requested more analysis of the comparative advantage of the United Nations and on how UNICEF would collaborate with civil society. Some delegations recommended improvements in the results framework to ensure that expected UNICEF contributions were precisely defined and accompanied by measurable indicators and baselines. Others suggested giving risk assessment and mitigation more emphasis and welcomed plans for a joint evaluation of elements of the CCPD.

304. The representative of Papua New Guinea said that his country was a self-starter in Delivering as One, which had allowed for better management of all programmes. He acknowledged that programme delivery could benefit from better cooperation among the United Nations agencies. Stressing the importance of national ownership of development priorities, he commended UNICEF and the other agencies for their collaborative approach in the preparation of the CCPD.

305. Delegations said that the One United Nations approach had allowed Papua New Guinea to build on lessons learned and deliver more coordinated, targeted responses aligned with national priorities. A couple of delegations said it was important to continue to support the Cairns Compact for Development Coordination in the Pacific. A number of delegations emphasized the importance of accelerating progress towards achievement of the Goals, which were currently likely not to be met, as well as initiatives to improve child survival, early childhood development and child protection. Others wished to see more information on risk management and the role of United Nations system partners. Two delegations noted with concern an anticipated 25 per cent gap in resources for the programme.

306. The representative of Thailand underscored the challenges faced in strengthening the child protection mechanisms developed by his country. The proposed country programme, he said, would help to establish an effective monitoring system to support these government efforts. Thailand would benefit from technical assistance, including the transfer of knowledge from other countries, to build capacity in this area. He stressed that the Government attached importance to child protection for all groups, particularly for vulnerable children, and urged UNICEF to be mindful of sensitivities in this area and to ensure that projects did not hinder government efforts in sensitive areas of the country.

307. Several delegations noted with appreciation that the Thailand draft CPD aimed to support the implementation of national policies and programmes regarding birth registration, disaster prevention, and protection of vulnerable children in marginalized groups, as well as the sharing of best practices and expertise through South-South cooperation.

308. One delegation commended UNICEF for its extensive consultations with the programme countries and for adjusting its approaches, strategies, programmes and resource allocations to suit the diverse needs of each country. Noting that disparities and inequalities in the region remained a major impediment to meeting child-related goals, the representative said that the UNICEF equity focus complemented measures taken by national Governments and said that her Government was following the approach with great interest and looked forward to seeing its initial results.

309. The Regional Director responded by saying that UNICEF was aware of the sensitivities in the countries in which it operated and therefore worked with partners

within national frameworks. Strengthening birth registration, South-South cooperation and child protection systems were important areas for partnerships. The management plans for the programmes in Viet Nam and Papua New Guinea were being developed within the UNDAF, using the tripartite mechanism, and were consistent with the conclusions of country-led evaluations. In light of challenges faced by various countries, the equity approach should be applied consistently throughout the region. The anticipated resource shortage for implementing the UNDAF in Papua New Guinea was likely to increase, and could affect outcomes in governance, disaster risk reduction and health. UNICEF would prioritize health and might consider supplementing resources generated through the One Fund with some thematic resources at global level.

Eastern and Southern Africa

310. The Regional Director provided an overview of two draft CPDs: Malawi and Mozambique (E/ICEF/2011/P/L.36 and E/ICEF/2011/P/L.37) and the summaries of midterm reviews of country programmes (E/ICEF/2011/P/L.30) for Comoros, Lesotho and Rwanda.

311. The representative of Malawi noted the strong partnerships with UNICEF in gender, education, child and maternal mortality, and HIV/AIDS and said that key areas of the draft CPD aligned with the Malawi Growth and Development Strategy. She stressed that the programme supported national efforts to realize the rights of children and women, within the framework of the major international conventions, and called upon donors to support the country programme for the benefit of the people of Malawi.

312. A number of delegations commented on the Mozambique draft CPD, stating that the unified approach of the United Nations country team (UNCT) had resulted in a coherent programme, with shared strategies, objectives and goals, responsive to national priorities. Lessons identified in the country-led Delivering as One evaluation had been incorporated into the draft CPD, including efforts to address inequalities. UNICEF was asked why the members of the UNCT had presented separate CPDs, rather than one CCPD, to their respective executive boards and whether the executive boards could do more to support Delivering as One. Delegations recommended stronger collaboration in areas such as child protection, gender and violence against women.

313. One delegation, commending progress made in promoting hygiene practices, offered to share lessons learned. It was further proposed the UNDAF database be the main implementing tool for evaluation and monitoring and that the utilization of the database and role-sharing among organizations be described in the document.

314. The Regional Director replied that UNICEF would take note of all comments, including those on need for closer cooperation among the funds and programmes. He said that the UNDAF reflected the work of all 22 agencies involved in Mozambique, and it was decided not to have a CCPD covering only 4 of those agencies, thereby shattering the reality of the more inclusive character of the common programming process. For the future, the executive boards and other partners could perhaps agree on a different formula that would facilitate coordination and harmonization.

Middle East and North Africa

315. The Regional Director provided an overview of three draft county programme documents, for Algeria (E/ICEF/2011/P/L.38), the Islamic Republic of Iran (E/ICEF/2011/P/L.39) and Yemen (E/ICEF/2011/P/L.13); and the summary of midterm reviews of country programmes (E/ICEF/2011/P/L.35) for Djibouti, Jordan and Sudan.

316. The representative of Algeria noted that the country programme supported government efforts in education, health and social protection, taking into account national priorities and the Government's strategic vision for children. He said that Algeria was party to the principal human rights instruments for children and had adopted a series of laws to promote the rights of the child and to achieve the objectives of *A World Fit for Children*.

317. The representative of the Islamic Republic of Iran noted that his country would enjoy enormous development opportunities in the coming years, full realization of which required a strong approach to development. The Government would continue efforts to ensure that every child had access to the full range of quality education and health services, which had been expanded to remote parts of the country. He said that the new country programme had been developed to take advantage of the knowledge, expertise and resources of UNICEF.

318. In response, the Regional Director thanked the two representatives for the strong collaboration between UNICEF and their countries.

319. The Director, Policy and Practice, introduced the document reflecting the approval by the Executive Director for one-year extensions of the ongoing country programmes for Egypt and the Syrian Arab Republic (E/ICEF/2011/P/L.48). The Executive Board adopted decision 2011/19 (see annex).

South Asia

320. The Regional Director reported on the summary of midterm reviews of country programmes (E/ICEF/2011/P/L.34) for Bhutan and Sri Lanka.

West and Central Africa

321. The Regional Director provided an overview of the draft CCPD for Cape Verde (DP/FPA/OPS-ICEF/DCCP/2011/CPV/1) as well as the summary of midterm reviews of country programmes (E/ICEF/2011/P/L.31) for Cameroon, the Democratic Republic of the Congo, Equatorial Guinea, Guinea, Guinea-Bissau, Liberia, Mali, Nigeria and Togo.

322. The representative of Cape Verde said that the cooperation with UNICEF had been crucial in reaching important goals in education, literacy and health. He requested that the situation analysis in the CCPD be reviewed once again so that it is more balanced and takes into account the efforts of the Government, which has made successful efforts to promote good governance and a thriving economy despite many challenges. The representative made particular reference to descriptions of the social security system, the situation of women in the informal sector, and the rights of children of migrant workers.

323. The representative of Cameroon thanked UNICEF for the work being done in her country and expressed the commitment of her Government to working with

UNICEF. She expressed reservations about the data in the report on midterm reviews regarding child mortality and malnutrition, particularly pertaining to refugee children, and child labour.

324. In response, the Regional Director expressed appreciation for the comments, which would be considered in making revisions.

325. The Executive Board adopted decisions 2011/15 and 2011/16 (see annex).

Advocacy, programme development and intercountry programmes (4 d)

326. The Director, Policy and Practice, introduced the document (E/ICEF/2011/P/L.46).

327. The representative of the Russian Federation voiced the support of his delegation for the budget amounts indicated in the document, including the increased other resources ceiling for the regional office. His delegation, he said, had taken note of the information highlighted in the report on cooperation between UNICEF and the Government of the Russian Federation based on a new form of engagement funded with programme resources of the regional office. In this regard, he said, the delegation would like to emphasize that the immediate goal of the engagement of the Russian Federation with UNICEF is to scale up efforts towards the establishment of a National Committee in the country. He said that the activities of a UNICEF technical office, which would be expected to continue functioning in Moscow, should be subordinate to this objective.

328. The representative said that the decision to end the UNICEF programme activities in the Russian Federation and the country's withdrawal from the group of recipients of interventions of United Nations operational agencies indicate that the objectives regarding the protection and development of children in the Russian Federation are being, and will be, addressed using the capacities and resources of the Russian Government.

329. Another delegation asked what impact the small increase (0.5 per cent) in regular resources for the biennium 2012-2013 would have on staff, in terms of numbers or salaries.

330. The Director thanked the delegation of the Russian Federation for its comments. To the other delegation, he responded that the 0.5 per cent increase was primarily for activities related to programmes and advocacy for programme support undertaken by headquarters divisions and regional offices. This "zero growth" would require greater efficiency in these areas.

331. The Executive Board adopted decision 2011/17 (see annex).

Recommendation for approval of additional regular resources for approved country programmes (4 e)

332. The Director, Policy and Practice, introduced the recommendation (E/ICEF/2011/P/L.47).

333. The Executive Board adopted 2011/18 (see annex).

C. Annual report on the evaluation function and major evaluations in UNICEF (agenda item 5)

334. The Director, Office of Evaluation, introduced the report (E/ICEF/2011/15).

335. Delegations welcomed the report and the measures taken to improve evaluation, including at the national level. Several delegations noted UNICEF efforts to strengthen its capacity to monitor and evaluate its humanitarian work.

336. UNICEF was praised for its engagement with the United Nations Evaluation Group (UNEG) and its leadership in efforts to improve the system-wide coherence of evaluation activities across the United Nations. Some inquired about coordination efforts and how lessons learned on the UNICEF evaluation function were disseminated within the United Nations system.

337. Delegations inquired whether the Evaluation Office had sufficient human and financial resources and capacity to fulfil its mandate. Several delegations requested further information and analysis on these aspects, including trends over time.

338. Several delegations expressed concern over reports that field offices were combining monitoring and evaluation functions with other responsibilities; it was important, they said, that field offices had the necessary capacity and skilled staff to carry out their work.

339. Several delegations welcomed the thematic treatment of evaluations on basic education and gender equality, but requested that in the future UNICEF should ensure more systematic treatment of gender equality and other cross-cutting issues. Concern was expressed that evaluation spending in this basic education and gender equality was relatively low and that evaluations in this thematic area provided little systematic learning on programme efficiency, partly because the evaluation expertise required for such analysis was costly.

340. Delegations said they welcomed the improving quality of evaluations, as reported by the Global Evaluation Reports Oversight System (GEROS), but noted weaknesses in analysis and follow-up. A number of delegations noted the new key performance indicators tracking the effectiveness of the evaluation system. Some delegations recommended a strengthened presentation of results, showing progress against the indicators, expenditure and types of evaluations. Delegations noted with appreciation that compliance with the requirement to produce management responses to evaluations had increased; several delegations requested that management responses be prepared and implemented for all evaluations, and that information be provided on the uptake of evaluation lessons. Some delegations suggested that UNICEF present a management response to the annual report on evaluation in line with the practice of UNDP and UNFPA.

341. In response, the Director said that UNICEF would report on costs and staffing next year and emphasized that there had been no significant decline in evaluation capacity despite overall budget cuts. UNICEF would share the results of a new survey aiming to determine the extent of extra activities assigned to monitoring and evaluation staff. He confirmed that the next GEROS evaluation report would be posted on the UNICEF website. On national evaluation capacity development, he noted that UNICEF worked within UNEG to develop a common approach, supporting the development of national and regional evaluation associations. He

said it was important to ensure complementarity and the sharing of experience among the various actors involved in evaluation capacity-building.

342. The Executive Board adopted decision 2011/20 (see annex).

D. Annual report on internal audit activities (agenda item 6)

343. The Director of Internal Audit introduced the 2010 annual report (E/ICEF/2011/AB/L.9 and E/ICEF/2011/AB/L.9/Corr.1). Deputy Executive Director Mr. Martin Mogwanja introduced the management response to the report (E/ICEF/2011/AB/L.10). The 2010 annual report of the UNICEF Audit Advisory Committee had been made available on the UNICEF Executive Board website.

344. Delegations said they welcomed the emphasis placed by the Executive Director in his opening remarks on the continuing efforts of UNICEF to improve internal audit, as it is a crucial function. They emphasized that the independence and objectivity of the Office of Internal Audit should be ensured, especially through adequate funding and staffing. In this regard they expressed several concerns: four of the internal auditor positions were not filled during 2010; the number of country audits was reduced in 2010; and the report pointed to inadequate monitoring by management of the functioning of internal controls and inadequate planning or analysis. Delegations also requested more information on the retention rates of auditors, on the actions UNICEF is taking to address capacity gaps, and on any difficulties encountered in finding qualified candidates for auditors.

345. Transparency was another major issue raised by delegations. They emphasized that donors need to know how well the UNICEF offices and thematic areas are functioning and in which areas performance can be improved. It was noted that the 2010 report seemed less transparent than earlier ones, primarily for two reasons. First, the audit ratings on governance and risk management, programme management and operations management were no longer made public. Second, the report made public the names only of those country offices rated unsatisfactory; it would be important to have also the names of offices rated partially satisfactory. In the next report, delegations requested that UNICEF make public the audit ratings in different areas of performance, in particular for regional and country offices.

346. In response, the Director said that UNICEF had taken action on filling auditor and other positions through the creation of talent groups whereby a number of candidates are selected in reserve. He said that UNICEF still disclosed all ratings but had removed one rating since the previous report had been issued. Moreover, to address issues disclosed in audit reports, he said, UNICEF uses action plans that identify responsible managers and time frames. Progress and follow-up on these plans are reported quarterly to management and annually to the Executive Board. He closed by noting that the current report contained more information than reports of previous years.

347. The Deputy Executive Director said that, as part of the Enterprise Risk Management system, 97 per cent of offices had undertaken risk and control self-assessments. Based on these assessments, offices and divisions had established action plans to prevent or mitigate risks.

348. The Executive Director added that the audit reports are valuable precisely because they are not "softened". He said that UNICEF will continue to maintain the transparency of reporting and the independence of the Office of Internal Audit.

349. The Executive Board adopted decision 2011/21 (see annex).

E. F. and G. Medium-term strategic plan: planned financial estimates for the period 2011-2014 (agenda item 7); Institutional budget for 2012-2013 (agenda item 8); and Steps taken and progress achieved towards an integrated budget: joint informal briefing note of UNDP, UNFPA and UNICEF (agenda item 9)

350. The Executive Board had before it the report on the medium-term strategic plan: planned financial estimates for the period 2011-2014 (E/ICEF/2011/AB/L.5) and the institutional budget for 2012-2013 (E/ICEF/2011/AB/L.2). Both items were given introductory remarks by Deputy Executive Director Mr. Martin Mogwanja before being introduced by the Comptroller.

351. The report of the Advisory Committee on Administrative and Budgetary Questions on the proposed institutional budget for 2012-2013 (E/ICEF/2011/AB/L.3) was available for information.

352. Regarding agenda item 9, the Comptroller noted that key achievements included the preparation of proposals and agreements on new cost classification categories, improvements in results-based budgeting, and changes to the key budget tables, all of which were applied to the preparation of the 2012-2013 institutional budget.

353. Delegations welcomed the reports. UNICEF was commended for its excellence in resource allocation and financial management and for its strategic vision. UNICEF was urged to continue to exercise budgetary discipline, especially in expenditure on management.

354. The most pressing issue raised was the need to maintain an appropriate level of allocation for programmes and country offices, including those in middle-income countries, in the context of declining resources — notably regular resources. Speakers urged donors to contribute to core resources and called on UNICEF to further expand and diversify its donor base, involving recipient governments in that process.

355. Concerns were expressed about the need to maintain appropriate liquidity levels and to contain spending on United Nations coordination at the country level. UNICEF was requested to inform, and consult with, donors on any unspent cash balances of contributions.

356. A number of delegations welcomed the establishment of the global cluster coordination unit and requested more information on its future and funding. Also welcomed was the strengthening of the Office of Internal Audit and the support of UNICEF for full public disclosure of internal audit reports. Appreciation was expressed for the establishment of equity-focused monitoring and evaluation and on bottleneck analysis. UNICEF was asked to work with UNDP and UNFPA on revisiting the policy on cost recovery and to report to Executive Board members on this effort at an early stage.

357. Delegations called for providing further support to key areas that would contribute to widespread progress in achievement of the Millennium Development Goals, particularly in sub-Saharan Africa. Delegations also called for continuing support to humanitarian efforts in the Horn of Africa, to reducing under-five mortality, particularly through combating measles, malaria and diarrhoea, to assisting children in extreme circumstances and post-conflict situations, to assisting marginalized youth, and to the protection of children and women, especially in middle-income countries.

358. In response, the Deputy Executive Director assured delegations that UNICEF planned to maintain appropriate liquidity and would inform donors about the status and use of unspent funds. He also stressed that there would be no reductions in the allocation of regular resources to country programmes or offices.

359. The Comptroller noted that UNICEF would continue exploring ways to reduce costs. The introduction of VISION would help to cut costs; the adoption of IPSAS would enhance transparency in financial reporting. He said that the Geneva-based cluster coordination unit was part of the institutional budget and would be a recurring cost.

360. Strongly reaffirming the secretariat's previous assurances, the Executive Director pledged that UNICEF would do everything in its power to avoid making cuts to programmes or to support for partner governments. He agreed with delegations that UNICEF needed to contain transaction costs and costs for inter-agency coordination activities — in emergencies and beyond. He explained that the strategic result areas represented not new priorities for UNICEF but rather test areas for the new monitoring system.

361. The Executive Board adopted decisions 2011/22 and 2011/23 (see annex).

H. UNICEF Financial Regulations and Rules (agenda item 10)

362. Following introductory remarks by Deputy Executive Director Mr. Martin Mogwanja, the document (E/ICEF/2011/AB/L.8) was introduced by the Comptroller. The report of the Advisory Committee on Administrative and Budgetary Questions on the proposed changes to the Financial Regulations and Rules (E/ICEF/2011/AB/L.12) was also available for information.

363. The Executive Board adopted decision 2011/24 (see annex).

I. Private fund-raising: financial report and statements for the year ended 31 December 2010 (agenda item 11)

364. The Director, Private Fundraising and Partnerships (PFP), introduced the report (E/ICEF/2011/AB/L.11).

365. Delegations commended the positive fund-raising results achieved in 2010, noting the remarkable achievement of the National Committees for UNICEF, the field offices and PFP in increasing revenue significantly over the previous year.

366. A number of delegations raised concerns over the decline in net income for regular resources and the sharp fall in sales of cards and products, as well as the

high overhead costs of cards and gifts. Some delegations requested that a report on the rationalization process be presented alongside the financial report in 2012. A question was also raised on why expenditures had risen for covering bad debt.

367. Other delegations expressed an interest in learning more about the key performance indicators used to measure the efficiency of PFP. Some urged PFP to continue to adjust its strategy in sales and marketing to the changing market conditions, including those related to electronic communications. They also urged PFP to enhance its efficiency and cut expenses, and to explore new sources of income from donors. Several delegations recommended an in-depth analysis of the future of fund-raising, with a view to increasing predictability of revenue.

368. The representative of the Standing Group of National Committees for UNICEF, welcoming the new cooperation agreements with UNICEF, noted that the National Committees would soon discuss new strategies and investments to sustain fund-raising growth.

369. In response, the PFP Director outlined efforts under way to rationalize the cards and products business to streamline operations and achieve savings and growth. PFP also sought to continue to secure new growth by diversifying private-sector income, focusing on pledge giving, corporate and foundation partnerships and digital fund-raising. She said PFP would report to the Board in 2012 on key performance indicators being used to monitor progress.

370. The Executive Director added that UNICEF was concentrating on efficiencies and was prepared to review its cards and products business.

J. Other matters (agenda item 12)

Update on the UNICEF response to the situation in the Horn of Africa

371. The Regional Director for Eastern and Southern Africa gave the update on the worsening crisis, which he said was affecting millions of children. UNICEF, with some 950 staff and additional surge deployments, was leading intervention efforts to deliver supplies and save as many lives as possible.

372. The Executive Director urged delegations to give financial support and help to keep the world's attention focused on the crisis.

Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 1: Young child survival and development

373. Following introductory remarks by Deputy Executive Director Ms. Geeta Rao Gupta, the presentation was made by the Deputy Director, Programmes. A background document (E/ICEF/2011/CRP. 24) was available for information.

374. Delegations praised the background document for its good overview of the comprehensive work of UNICEF work in this area and for its complementarity with the global initiative on women's and children's health.

375. Speakers expressed support for the equity focus. One inquired whether it would lead to more emphasis on fragile and middle-income countries. Another welcomed the fact that the focus emphasized overcoming demand-side barriers in

addition to supply-side barriers, recommending that more work be done in social mobilization and programme communication.

376. To accelerate progress on Millennium Development Goals, especially Goal 4 on reducing child mortality, delegations suggested that UNICEF and its partners take a more comprehensive approach and place more emphasis on areas such as maternal, antenatal and neonatal care, skilled birth attendance, early childhood development, parenting skills and knowledge, food security in rural areas, hygiene practices for the family, and national and local capacity-building. A speaker highlighted the importance of child protection from violence and its connection with health. Another emphasized the importance outreach and awareness-raising activities in rural areas.

377. It was suggested that early childhood development receive increased attention, both at global and national levels, and more emphasis within focus area 1.

378. Praising the strong focus of UNICEF on research, monitoring and evaluation, speakers commended the concept of the strategic result areas (SRAs) noted by UNICEF and the linkage made between research and the "how" of translating evidence/research into achieving results. One delegation inquired how the monitoring and evaluation of the equity approach was tied to that of the MTSP.

379. Expressing appreciation for the humanitarian work of UNICEF, delegations said that the clusters under UNICEF responsibility should have adequate human resources who are appropriately trained and deployed expeditiously. It was further suggested that cluster activities be integrated into better-supported national coordinating structures.

380. Delegations recommended greater sharing of best practices, knowledge and experience. In particular, it was recommended that UNICEF play a strong role in the One United Nations system to assist countries with the acquisition of knowledge and with assimilating projects into national systems.

381. One delegation advised UNICEF to stress technical assistance rather than service-delivery in middle-income countries, while another recommended that UNICEF respond to the needs and context of each country.

382. The Deputy Director, Programmes, stressed the strong linkage between the monitoring framework of the MTSP and that of the SRAs, which she said are already part of the MTSP and the work of UNICEF. She noted that UNICEF was placing stronger emphasis on the following: documenting and disseminating knowledge and experiences, and linking research to the most pressing issues; addressing demand-side barriers, including through social mobilization and programme communication; investment in monitoring at national and local levels; and adjusting humanitarian work in light of lessons learned. UNICEF was analysing the experience gained on parenting programmes as one strategy to further early childhood development interventions, to assess what has worked and the lessons learned. On the One United Nations approach, she observed that much of the dialogue with governments and partners is done at the country level through the various thematic groups, which foster coordinated approaches and from which experiences and lessons learned are gleaned.

383. The Deputy Executive Director added that UNICEF was strengthening linkages across the various focus areas and activities of the MTSP and was

reorganizing the Office of Research so that it could play a greater role in sharing knowledge. In response to one question, she listed a number of key nutrition partnerships in which UNICEF participates.

Briefing on UNICEF strategic result areas and on results reporting

384. The Executive Director made the presentation, emphasizing that monitoring and managing for results, especially for the most disadvantaged children, supported the equity approach. UNICEF had identified seven strategic result areas (SRAs) linked with the focus areas of the MTSP. These result areas form part of a new monitoring tool, the Cup, so-named for the shape of its framework, which consists of four levels and a feedback mechanism for managers in country, regional and global offices. The Cup, he said, supports analysis of bottlenecks as well as progress and will allow UNICEF to be more accountable to, and to better reflect the work of, partners at national and international levels, including governments, donors, and NGOs.

385. One delegation requested more details about the relationship of the new tool to the MTSP. Noting that the Cup would provide a better opportunity to adjust programming, the delegation inquired whether the necessary changes had been made to the guidelines for country programmes.

386. The Executive Director replied that the tool would allow UNICEF to connect more directly with results on the ground and to improve programming and performance, especially through the analysis of more timely information. This, he said, will help to make UNICEF a more agile organization.

387. Deputy Executive Director Ms. Geeta Rao Gupta added that the aim was to provide coherence between the SRAs and indicators in the MTSP.

Special focus session on the collaboration between the Council of Europe and UNICEF

388. Following an introduction by the UNICEF Executive Director, the Deputy Secretary General of the Council of Europe, Ms. Maud de Boer-Buquicchio, gave a presentation, noting how the two organizations complemented each other in promoting and protecting the rights of vulnerable children. In his statement, the Regional Director of the Office of Central and Eastern Europe and the Commonwealth of Independent States underscored that the cooperation could serve as a model for other regional organizations.

389. Delegations commended the work of the Council of Europe, especially the way it sets high standards in respecting and promoting the rights of the child.

Provisional list of agenda items for the 2012 first regular session of the Executive Board

390. The Secretary of the Executive Board introduced the list.

391. One delegation noted that the Western European and other group of States had discussed and would present to UNICEF and other regional groups a proposal to possibly include the evaluation on education in emergencies and post-crisis transition in the agenda.

K. Action on outstanding draft decisions (agenda item 13)

392. The Executive Board adopted decisions 2011/14 to 2011/24 (see annex).

L. Closing statements (agenda item 14)

393. The Executive Director noted that the theme of achieving results had run through the entire session, especially achieving results with limited resources, and reiterated the need for increasing the core resources of UNICEF. Highlighting in particular the decision adopted on internal audit, the Executive Director thanked all present for the results achieved at a productive session.

394. The President acknowledged the excellent results achieved at the session, including the adoption of 11 decisions, thanks to the excellent preparations, constructive engagement of the Executive Board members and successful efforts of the facilitators. She praised UNICEF for cutting costs while preserving its core programmes and highlighted the importance of UNICEF core resources, including for reaching the most disadvantaged and vulnerable children.

Annex

Decisions adopted by the Executive Board in 2011

2011/1
Annual report to the Economic and Social Council

The Executive Board

1. *Commends* the progress made in the contributions of UNICEF to the implementation of General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system;

2. *Requests* UNICEF to include in future reports recommendations to further improve the implementation of the triennial comprehensive policy review;

3. *Decides* to transmit the present report (E/2011/6-E/ICEF/2011/3) to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

First regular session
11 February 2011

2011/2
Draft common country programme document for the United Republic of Tanzania

The Executive Board

Approves the aggregate indicative budget for the common country programme document for the United Republic of Tanzania, covering the period from July 2011 to June 2015, in the following amounts: $74,692,000 from regular resources, subject to the availability of funds, and $73,308,000 from other resources, subject to the availability of specific-purpose contributions.

First regular session
11 February 2011

2011/3
Oral report on the knowledge management and research functions of UNICEF

The Executive Board

1. *Takes note* of the oral report on the knowledge management and research functions of UNICEF and welcomes the additional information subsequently provided on the issue;

2. *Reiterates* the findings of the organizational review report in 2007 which, inter alia, stressed the importance of linking the research agenda to the core

organizational priorities, as well as of capturing, packaging and sharing knowledge across the organization;

3. *Recalls* its decision 2008/2, through which the establishment of an Office of Research was approved;

4. *Welcomes* the appointment of the Director of the Office of Research, based in Florence, Italy;

5. *Requests* that UNICEF submit for information to the Executive Board, at its first regular session of 2012, a strategic integrated framework for research and knowledge management as well as clear mechanisms for setting research priorities;

6. *Stresses* the importance of research and knowledge management and their direct links to strategic decisions, and requests that UNICEF also inform the Executive Board at its first regular session of 2012 on concrete steps taken to improve knowledge management at headquarters and in the field;

7. *Requests* that UNICEF in 2011 organize informal consultations to keep the Executive Board informed on organizational arrangements made within UNICEF to improve and organize the research function.

First regular session
11 February 2011

2011/4
UNICEF financial report and audited financial statements for the biennium ended 31 December 2009 and report of the Board of Auditors

The Executive Board

1. *Takes note* of the report of the Board of Auditors (A/65/5/Add.2) and the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors on the financial statements of the United Nations funds and programmes for the financial period ended 31 December 2009 (A/65/296/Add.1);

2. *Welcomes* the unmodified opinion of the Board of Auditors on the UNICEF financial statements;

3. *Notes* that 12 recommendations of the Board of Auditors for the biennium ended 2007 are yet to be fully implemented;

4. *Takes note* of the recommendations of the Board of Auditors for the biennium ended 31 December 2009;

5. *Requests* the Executive Director of UNICEF to build on progress achieved and to continue to implement the recommendations of the Board of Auditors in a timely way, and requests UNICEF to provide the Executive Board with a report at its second regular session of 2011, including an overview of the strategic implications of the recommendations for the management and strategy of UNICEF, as well as an update on the implementation of the main recommendations;

6. *Expresses concern* regarding the Board of Auditors findings that a high number of posts remain vacant, and calls upon UNICEF to address this issue

accordingly and to brief the Executive Board on challenges faced and progress made by the first regular session of 2012;

7. *Notes* the progress made in addressing the level of cash balance related to regular resources, and requests UNICEF to provide detailed information at the second regular session of 2011 of the Executive Board on the level of unspent funds, including on reasons why funds are unspent, on the cash balance policy of UNICEF and on steps taken to ensure a more appropriate level of liquidity;

8. *Calls upon* UNICEF to develop guidelines, targets and indicators to promote greater efficiency in country offices, including the reduction of administrative costs;

9. *Recommends* that UNICEF amend its Financial Regulations to ensure that, under the accounting treatment in relation to cash transfers, such transfers provided in advance to the implementing partners are accounted for as advances and are recognized as programme expenditure only when the appropriate financial liquidation reports have been received, and looks forward to receiving the revised Financial Regulations for approval at the second regular session of 2011;

10. *Takes note* of the steps taken by UNICEF since 2003 to fund the end-of-service liabilities and welcomes the decision of UNICEF to disclose the end-of-service liabilities in its financial statements as of 1 January 2012, with the introduction of International Public Sector Accounting Standards;

11. *Takes note with appreciation* of the steps taken by the Executive Director to work with the United Nations Development Programme, the United Nations Population Fund and other funds, programmes and specialized agencies of the United Nations to attain best management practices and to improve the comparability of financial reporting through the adoption of the International Public Sector Accounting Standards, and requests to continue to be informed on the progress of this work.

First regular session
11 February 2011

2011/5
Private fundraising: 2011 workplan and proposed budget

A. Private fund-raising and partnerships budgeted expenditures for 2011 season

The Executive Board

1. *Approves* for the fiscal year 2011 (1 January to 31 December) budgeted expenditures of $153.9 million, as detailed in the table below and summarized in table 2 and column II of table 5 to document E/ICEF/2011/AB/L.1.

(In millions of United States dollars)

Country office expenses — sales	5.7
Cost of goods and inventory overhead	15.2
Investment funds	42.0

Direct expenses (excluding cost of goods)	33.1
Indirect expenses	57.9
Total expenditures, consolidated	**153.9**

2. *Authorizes* UNICEF

(a) To incur expenditures, as summarized in column II of table 5 to document E/ICEF/2011/AB/L.1, and to increase expenditures, up to the level indicated in column III of the same table, should the apparent proceeds from fund-raising or cards and gifts sales increase to the levels indicated in column III; and accordingly, to reduce expenditures below the level indicated in column II, to the extent necessary, should the net proceeds decrease;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above), up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2011 approved workplan.

B. Budgeted income for the 2011 season

The Executive Board

Notes that for the period 1 January to 31 December 2011, Private Fundraising and Partnerships net proceeds are budgeted at $993.6 million, as shown in column II of table 5 in document E/ICEF/2011/AB/L.1.

C. Policy issues

The Executive Board

1. *Renews* investment funds, with $42 million established for 2011;

2. *Authorizes* UNICEF to incur expenditures in the 2011 fiscal period related to the cost of goods and inventory overhead (production and purchase of raw materials, cards and other products) for the 2012 fiscal year, up to $15.8 million, as indicated in the Private Fundraising and Partnerships Strategic Plan 2011-2013 financial projections (table 4 of document E/ICEF/2011/AB/L.1);

3. *Approves* an interim one-month allocation for January 2011 in the amount of $15.4 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2011.

First regular session
11 February 2011

2011/6
Road map to an integrated budget: cost classification and results-based budgeting — joint informal note of UNDP, UNFPA and UNICEF for information

The Executive Board

1. *Takes note* of the joint informal note of UNDP, UNFPA and UNICEF on the road map to an integrated budget: cost classification and results-based budgeting, prepared in response to decision 2010/32 of the Executive Board of UNDP and of UNFPA and decision 2010/20 of the Executive Board of UNICEF, containing:

(a) information on differences in the categorization of costs into cost classifications;

(b) an informal mock-up illustrating the format of key budget tables and accompanying explanations;

2. *Acknowledges* that the additional information presented should ensure comprehensive and transparent linkages to the institutional and management results frameworks of the respective strategic plans of UNDP, UNFPA and UNICEF;

3. *Endorses* the results-based budgeting approach contained in the joint informal note mentioned in paragraph 1, above;

4. *Notes* that in the medium-term strategic plan of UNICEF, the management results framework is currently addressed through Key Performance Indicators, and in order to fully harmonize the approach of UNICEF with that of UNDP and UNFPA, requests UNICEF to translate its relevant Key Performance Indicators in the updated results matrix (E/ICEF/2010/10) into high-level, strategic outputs to be reflected in the 2012-2013 budget document as an interim measure until UNICEF presents its 2014-2017 strategic plan accompanied by the integrated budget applying the endorsed results-based budgeting model;

5. *Also notes* the efforts made by UNICEF to strengthen its results frameworks and encourages UNICEF, in the implementation of the results-based budgeting approach, to continue to improve the indicators to be "specific, measurable, attainable, relevant and time-bound", and to link resources and expected results in a more explicit manner;

6. *Requests* UNICEF to prepare and present its 2012-2013 budget document in line with the format of the key budget tables and accompanying explanations presented in the joint informal note mentioned in paragraph 1, above, including the results of the joint review of the impact of cost definitions and classifications of activities on cost recovery;

7. *Emphasizes* the need for regular consultations with the Executive Board, in preparation for the biennial support budget, 2012-2013, and for the integrated budget for 2014 and beyond.

First regular session
11 February 2011

2011/7
Report of the Office of Ethics

The Executive Board

1. *Takes note* of the report of the Office of Ethics of UNICEF (E/ICEF/2011/11);

2. *Recognizes* that the ethics office contributes to fostering a culture of ethics, integrity and accountability in the organization, and, in this regard, notes with appreciation the efforts of the ethics office in providing advice, guidance, protection from retaliation, review of financial disclosure statements, and training to the organization and staff;

3. *Encourages* the management of UNICEF to further strengthen the functions of its ethics office in its organization, and to provide sufficient resources for the ethics office to carry out its programme of work;

4. *Looks forward* to the consideration of future annual reports of the ethics office of UNICEF, pursuant to Executive Board decision 2010/18, particularly recommendations to management that will strengthen the organizational culture of integrity and compliance.

Annual session
23 June 2011

2011/8
Draft country and common country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country and common country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2011/*
Central and Eastern Europe and the Commonwealth of Independent States				
Albania	2012-2016	3 750 000	27 000 000	DCCP-ALB/1
Croatia	2012-2016	—	13 436 000	P/L.1
Kyrgyzstan	2012-2016	4 600 000	25 000 000	P/L.2
Montenegro	2012-2016	3 750 000	8 000 000	P/L.3 and Corr.1
Ukraine	2012-2016	4 075 000	18 000 000	P/L.4
East Asia and the Pacific				
Lao People's Democratic Republic	2012-2015	7 860 000	51 688 000	P/L.5
Mongolia	2012-2016	3 750 000	15 250 000	P/L.6
Philippines	2012-2016	15 495 000	70 000 000	P/L.7

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2011/*
Eastern and Southern Africa				
Ethiopia	2012-2015	160 212 000	286 985 000	P/L.8
Zimbabwe	2012-2015	19 004 000	320 724 000	P/L.9 and Corr.1
Middle East and North Africa				
Morocco	2012-2016	6 045 000	26 000 000	P/L.10
Oman	2012-2015	—	4 400 000	P/L.11
South Asia				
Bangladesh	2012-2016	112 410 000	333 000 000	P/L.14
The Americas and the Caribbean				
Chile	2012-2016	3 750 000	8 000 000	P/L.15
Eastern Caribbean — multi-country programme				
(Anguilla, Antigua and Barbuda, Barbados, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos Islands)	2012-2016	16 000 000	15 000 000	P/L.16
El Salvador	2012-2015	3 000 000	8 500 000	P/L.17
Honduras	2012-2016	3 750 000	10 000 000	P/L.19
Jamaica	2012-2016	3 750 000	10 100 000	P/L.20
West and Central Africa				
Central African Republic	2012-2016	19 315 000	60 000 000	P/L.21
Chad	2012-2016	56 585 000	95 000 000	P/L.22
Gabon	2012-2016	3 750 000	8 000 000	P/L.23
Gambia	2012-2016	5 355 000	15 000 000	P/L.24
Ghana	2012-2016	43 055 000	140 000 000	P/L.25
Mauritania	2012-2016	9 020 000	53 475 000	P/L.26
Sao Tome and Principe	2012-2016	3 750 000	2 500 000	P/L.27
Senegal	2012-2016	26 730 000	50 000 000	P/L.28

Annual session
23 June 2011

2011/9
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programmes approved by the Executive Director, as indicated in table 1 to document E/ICEF/2011/P/L.29, for Belize, Bhutan, Guinea, Haiti, Madagascar, Republic of Moldova and Tunisia;

2. *Approves* the two-year extension for Paraguay and the second one-year extension for South Africa, as presented in table 2 to document E/ICEF/2011/P/L.29.

Annual session
23 June 2011

2011/10
Least developed countries

The Executive Board

1. *Welcomes* the endorsement of the Istanbul Declaration (A/CONF.219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action, by the General Assembly in its resolution 65/280 of 17 June 2011;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations as contained in General Assembly resolution 62/208 of 19 December 2007;

3. *Notes* the strong support given by UNICEF to the least developed countries;

4. *Stresses* the need for UNICEF to give special attention to the implementation of the Istanbul Programme of Action in its support of the least developed countries and in accordance with its mandate;

5. *Invites* the Executive Director to integrate, in close cooperation with the chair of the United Nations Development Group, the implementation of the Istanbul Programme of Action in the programme of UNICEF, as called for in the Istanbul Programme of Action, paragraph 153, and in General Assembly resolution 65/280, paragraph 2, and to report on its implementation as part of the annual report of the Executive Director.

Annual session
23 June 2011

2011/11
Election of the Bureau of the Executive Board

The Executive Board

Recalling its Rules of Procedure and underlining the importance of their observance,

1. *Encourages* regional groups to recommend candidates for the Bureau of the Executive Board during the second regular session of 2011;

2. *Encourages* the Bureau to invite the recommended candidates mentioned in paragraph 1, above, to participate as observers in the monthly meetings of the Bureau in order to become better informed about the ongoing work and better prepared to execute their future functions in the Bureau;

3. *Decides* to convene in early January of each year, starting in 2012, the first meeting of its subsequent first regular session for the sole purpose of electing a new President and other members of the Bureau, in accordance with rule 11 of the Rules of Procedure;

4. *Requests* the Secretariat to ensure that the scheduling and organization of this additional meeting is done in consultation with the Department for General Assembly and Conference Management to ensure that conference services are provided within the existing entitlement of the Executive Board of UNICEF.

Annual session
23 June 2011

2011/12
Annual report of the Executive Director: progress and achievements against the medium-term strategic plan, 2006-2013

The Executive Board

1. *Takes note* of the annual report of the Executive Director of UNICEF on progress and achievements against the medium-term strategic plan, 2006-2013 (E/ICEF/2011/9), and its companion document, and acknowledges the significant results achieved in 2010;

2. *Reiterates* the need for UNICEF to continue to improve its results-oriented reporting to the Executive Board, including better, more systematic results reporting at an organizational level, demonstrating the contributions to national results, as set out in national priorities, and in this regard takes note, with appreciation, of the refocus on the equity approach, which could contribute to this end;

3. *Welcomes* the ongoing efforts to enhance results-based management, and in this regard, requests UNICEF, when preparing the medium-term strategic plan for 2014-2017, to continue to develop a robust results framework that demonstrate a complete results chain, with expected results at all levels, and looks forward to regular consultations with the members of the Executive Board on methodology, including on measurable indicators, the format and results management and reporting on the UNICEF medium-term strategic plan for 2014-2017;

4. *Requests* UNICEF to present, at the first regular session of 2012, for approval by the Executive Board, a "road map" towards the medium-term strategic plan for 2014-2017, including the results-based management framework and indications of how this work relates to the integrated budget of UNICEF;

5. *Encourages* the Executive Director of UNICEF to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft biennial institutional budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

6. *Requests* UNICEF, in future annual reports of the Executive Director, to introduce lessons learned and recommendations for future strategies of the organization, and to include descriptions of challenges and concrete steps taken to address them;

7. *Urges* UNICEF to continue to support the efforts of the Governments and other national partners to protect children from violence, abuse and exploitation, and encourages the sharing of information in this regard;

8. *Acknowledges* the importance of reporting on gender equality results in all focus areas, as well as, with reference to Executive Board decision 2010/21, on human resources management, including recruitment that takes into consideration the necessity of securing the highest standards of efficiency, competence and integrity, while paying due regard to recruiting on as wide a geographical basis as possible in accordance with Article 101, paragraph 3, of the Charter of the United Nations, and reiterates the request to comprehensively integrate the results in these issues in the annual report of the Executive Director.

Annual session
23 June 2011

2011/13
Report on the progress of gender equality work in UNICEF

The Executive Board

1. *Reaffirms* gender equality as one of the cross-cutting strategies of the medium-term strategic plan of UNICEF;

2. *Takes note with appreciation* of the report on the progress of gender equality work in UNICEF (E/ICEF/2011/10) and the steps taken to improve work on gender equality;

3. *Takes note* of the internal monitoring framework of UNICEF to measure progress in implementation of the gender equality policy in the work of UNICEF, and encourages UNICEF to integrate gender equality into programme processes, and emphasizes the need to ensure adequate financial and human resources for gender equality and empowerment of women, and requests UNICEF to present to the Executive Board information on the initial use of the gender equality marker in the report on the progress of gender equality work in UNICEF;

4. *Urges* UNICEF to make further improvements towards contributing to the achievement of gender equality results, and to report on the results of the contributions of UNICEF to improved gender equality in the context of the medium-term strategic plan;

5. *Takes note* of the independent review of the attention given to gender equality analysis and results of the work of UNICEF in country programme documents, and in this regard, requests UNICEF to continue to make improvements, including through, inter alia, appropriate quality assurance processes and gender equality expertise;

6. *Recommends* the strengthening of institutional accountability mechanisms, including, inter alia, management accountability for gender equality results, quality assurance throughout the planning and programming cycle, allocation of human and financial resources, access to appropriate gender equality expertise, including the use of local experts, and sex-disaggregated reporting on results;

7. *Urges* UNICEF to continue the improvement in staff capacity for gender analysis and the development of gender equality results and indicators across the programming areas of UNICEF, including the deployment of qualified specialists to provide leadership, guidance and expertise at country and regional levels;

8. *Urges* UNICEF to continue efforts by senior management to improve the integration of gender equality analysis and results in programming and policy at headquarters, regional and country levels, and also to improve targeted action;

9. *Requests* UNICEF to work closely with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), working as part of the United Nations country team, to advance gender equality and the empowerment of women on the basis of complementary and synergetic relationships in order to help to achieve national priorities and targets in the field of gender equality and the empowerment of women;

10. *Requests* UNICEF to continue to report on the progress of its gender equality work, in line with the strategic priority action plan for gender equality, during the annual session of the Executive Board, while taking into account the provisions of Executive Board decisions.

Annual session
23 June 2011

2011/14
Proposed programme of work for Executive Board sessions in 2012

The Executive Board

1. *Adopts* the programme of work for Executive Board sessions in 2012 as a flexible framework subject to revisions as appropriate in the course of the year.

First regular session *7-10 February 2012*	*Annual session* *11-15 June 2012*	*Second regular session* *10-13 September 2012*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board *(A)*		Proposed programme of work for Executive Board sessions in 2013 *(A)*
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
Annual report to the Economic and Social Council* *(A)*	In depth review of MTSP: Annual report of the Executive Director: progress and achievements against the medium-term strategic plan** (2009/7, 2010/6, 2011/12) *(A)*	Programme cooperation: Adoption of revised country programme documents *(A)*
Programme cooperation:		Draft country programme documents*** *(A)*
Adoption of revised country programme documents *(A)*	Report on the progress of gender equality work in UNICEF (2009/3, 2011/13) *(D)*	Regional summaries of midterm reviews of country programmes *(D)*
Oral report on UNICEF follow-up to recommendations and decisions of the		

First regular session *7-10 February 2012*	*Annual session* *11-15 June 2012*	*Second regular session* *10-13 September 2012*
UNAIDS Programme Coordinating Board meetings	Programme cooperation:	Recommendation for approval of additional regular resources for approved country programmes *(A)*
Strategic integrated framework for research and knowledge management (2011/3) *(I)*	Draft country programme documents (approx. 33)*** *(A)*	Report on the implementation of the strategic framework for partnerships and collaborative relationships (2009/9) *(D)*
Road map towards the medium-term strategic plan for 2014-2017 (2011/12) *(A)*	Extensions of ongoing country programmes (2009/11) *(A)*	Report on the implementation of the "modified system for allocation of regular resources for programmes" approved by the Executive Board in 1997 (2008/15) *(D)*
Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 3: HIV/AIDS and children	Report of the Office of Ethics (2010/18) *(I)*	
	Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 5: Policy advocacy and partnerships for children's rights	
Evaluation and audit matters	**Evaluation and audit matters**	**Evaluation and audit matters**
	Report on the evaluation function and major evaluations (2008/4) *(A)*	
	Office of Internal Audit 2011 annual report to the Executive Board**** (1997/28) *(A)*	
Resource, financial and budgetary matters	**Resource, financial and budgetary matters**	**Resource, financial and budgetary matters**
Private fund-raising: 2012 workplan and proposed budget *(A)*	Steps taken and progress achieved towards an integrated budget: joint report of UNDP, UNFPA and UNICEF *(A)*	Medium-term strategic plan: planned financial estimates for the period 2011-2015 *(A)*
Oral briefing on challenges and progress in addressing the issue of high vacancy rates (2011/4)		Private fund-raising: financial report and statements for the year ended 31 December 2011 *(D)*
Pledging event		
Update on the implementation of the International Public Sector Accounting Standards *(D)*		
Other matters	**Other matters**	**Other matters**
	Address by the Chairperson of the UNICEF Global Staff Association	
	Reports of the field visits of the Executive Board *(I)*	

* The relevant reports of the Joint Inspection Unit will also be considered under this agenda item.

** A separate Data Companion is available under this agenda item.

*** The consolidated results and performance data for the previous programme cycle of each draft country programme document are posted on the UNICEF Executive Board website with the draft country programme documents (decision 2008/17); the number of countries that will opt to present a common country programme document in 2012 is not known yet.

**** The management response to the annual report of the Office of Internal Audit for 2011 will also be considered under this agenda item (decision 2009/19).

The Executive Board considers four types of agenda items:

(i) *For action (A)*: The Executive Board is expected to discuss and to adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;

(ii) *For discussion (D)*: The Executive Board is expected to discuss the official documentation prepared by the secretariat. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;

(iii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board;

(iv) *Oral reports*: Oral reports are presented at the request of the Executive Board. They are accompanied by short, informal background documents.

Second regular session
15 September 2011

2011/15
Draft country and common country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country and common country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2011/ DP/FPA/OPS-ICEF/*
Eastern and Southern Africa				
Malawi	2012-2016	46 950 000	215 000 000	P/L.36
Mozambique	2012-2015	64 036 000	164 000 000	P/L.37
East Asia and the Pacific				
Papua New Guinea	2012-2015	4 272 000	37 340 000	DCCP/2011/PNG/1
Thailand	2012-2016	4 165 000	66 600 000	P/L.45
Viet Nam	2012-2016	18 050 000	62 000 000	DCCP/2011/VNM/1
Middle East and North Africa				
Algeria	2012-2014	2 772 000	2 500 000	P/L.38
Islamic Republic of Iran	2012-2016	7 210 000	15 000 000	P/L.39
Yemen	2012-2015	28 612 000	41 900 000	P/L.13
The Americas and the Caribbean				
Brazil	2012-2016	3 750,000	90 250 000	P/L.40
Dominican Republic	2012-2016	3 750 000	10 000 000	P/L.41
Guyana and Suriname	2012-2016	7 500 000	20 000 000	P/L.42
Republic of Panama	2012-2015	3 000 000	4 700 000	P/L.43
Peru	2012-2016	3 750 000	43 400 000	P/L.44

Region/country	Period	Regular resources	Other resources	Document E/ICEF/2011/ DP/FPA/OPS-ICEF/
West and Central Africa				
Cape Verde	2012-2016	3 750 000	2 000 000	DCCP/2011/CPV/1

Second regular session
15 September 2011

2011/16
Country programme document for the Republic of South Sudan

The Executive Board

Recalling its decisions 2002/4, 2006/19 and 2008/17 on the country programme approval process,

1. *Welcomes* the Republic of South Sudan as a new programme country for UNICEF;

2. *Notes* the request of South Sudan to present, on an exceptional basis, the country programme document to the UNICEF Executive Board at its first regular session of 2012;

3. *Decides* that the draft country programme document for South Sudan will be discussed at an informal consultation of the Executive Board, which will take place prior to the first regular session of 2012;

4. *Decides* to review and consider for approval, on an exceptional basis, the country programme document for South Sudan at the first regular session of 2012.

Second regular session
15 September 2011

2011/17
Advocacy, programme development and intercountry programmes

The Executive Board

Decides

(a) To approve a regular resources programme budget of $31,600,000 for advocacy and programme development during the 2012-2013 biennium for headquarters and regional offices, as per the following details:

Headquarters	(In thousands of United States dollars)
Programmes	4 400
Policy and Practice	3 650
Office of Emergency Programmes	1 050
Communication	7 900
Evaluation Office	2 200

Headquarters	*(In thousands of United States dollars)*
Public Alliances and Resource Mobilization Office (New York, Brussels and Tokyo)	100
Private Fundraising and Partnerships (Geneva and New York)	600
Executive Office	600
Office of Research	1 800
Supply	1 000
Subtotal	**23 300**
Regional offices	
Eastern and Southern Africa	1 500
West and Central Africa	1 500
Americas and the Caribbean	950
East Asia and the Pacific	950
South Asia	950
Middle East and North Africa	950
Central and Eastern Europe and the Commonwealth of Independent States	1 500
Subtotal	**8 300**
Total	**31 600**

(b) That a programme budget ceiling of $633,910,000 in other resources is approved for the 2012–2013 biennium, subject to the availability of specific-purpose contributions, as follows:

	(In thousands of United States dollars)
Headquarters	278 600
Regional offices	155 310
Intercountry programmes	200 000
Total	**633 910**

(c) If necessary, other resources in excess of indicated amounts for specific programme areas and regions can be received, provided that the total amount of funds received is within the approved limit.

Second regular session
15 September 2011

2011/18
Recommendation for approval of additional regular resources for approved country programmes

The Executive Board

1. *Approves* a total of $117,982,062 in indicative additional regular resources for the approved country programmes, as outlined in tables 1 and 2 below;

2. *Recalls* that the UNICEF Executive Board approves a four-year framework of income and expenditure submissions to the Executive Board from regular resources on an annual basis, and that this financial framework provides the basis for determining the ceiling of regular resources of country programmes;

3. *Also recalls* that allocations of regular resources to country programmes are managed through the modified system for allocation revised by the Executive Board in 2008 in its decision 2008/15, and that the allocation is made on an annual basis for all approved country programmes;

4. *Notes* that since 2009, the annual planning levels for regular resources allocation for approved country programmes are posted on the UNICEF Executive Board website;

5. *Decides* to delegate authority to approve the increase of indicative regular resources for approved country programmes in the future to the Executive Director and to request the Executive Director to inform the Executive Board on an annual basis.

Table 1
2011 additional regular resources for ongoing programmes

		(In United States dollars)		
Region/country	*Approved programme duration*	*2011 planning level (A)*	*2011 available RR ceiling (B)*	*2011 additional RR to be approved (A-B)*
Central African Republic	2007-2011	3 863 000	3 851 107	11 893
India	2008-2012	42 688 000	42 184 000	504 000
Philippines	2005-2011	3 099 000	3 053 000	46 000
Total				**561 893**

Table 2
2012 indicative additional regular resources for ongoing programmes

		(In United States dollars)		
*Country programme**	*Approved programme duration*	*2012 indicative planning level* (A)*	*2012 estimate of available RR ceiling (B)*	*2012 indicative additional RR to be approved (A-B)*
Bolivia (Plurinational State of)	2008-2012	1 352 000	1 185 000	167 000
Cameroon	2008-2012	6 365 000	6 171 000	194 000

Country programme*	Approved programme duration	(In United States dollars) 2012 indicative planning level* (A)	2012 estimate of available RR ceiling (B)	2012 indicative additional RR to be approved (A-B)
Comoros	2008-2012	750 000	722 000	28 000
Costa Rica	2008-2012	750 000	150 000	600 000
Côte d'Ivoire	2009-2013	8 303 000	6 231 000	2 072 000
Cuba	2008-2012	750 000	310 000	440 000
Eritrea	2007-2012	1 963 000	0	1 963 000
Egypt	2007-2012	3 013 000	0	3 013 000
India	2008-2012	42 688 000	0	42 688 000
Jordan	2008-2012	750 000	451 000	299 000
Kenya	2009-2013	11 226 000	7 812 500	3 413 500
Mali	2008-2012	12 849 000	9 137 000	3 712 000
Mexico	2008-2012	750 000	290 000	460 000
Nigeria	2009-2012	50 987 000	4 402 007	46 584 993
Pakistan	2009-2012	18 148 000	17 610 000	538 000
Paraguay	2007-2013	750,000	25,000	725 000
Rwanda	2008-2012	9 450 000	3 150 000	6 300 000
South Africa	2007-2012	972,000	23,823	948 177
Sudan	2009-2012	10 345 000	8 492 382	1 852 618
Syrian Arab Republic	2007-2012	810,000	552,119	257 881
Togo	2008-2012	3 426 000	2 562 000	864 000
Venezuela (Bolivarian Republic of)	2009-2013	750 000	450 000	300 000
Total				**117 420 169**

* Actual levels will depend on overall global level of regular resources available for allocation to country programmes.

Second regular session
15 September 2011

2011/19
Extensions of ongoing country programmes

The Executive Board

Takes note of the one-year extensions of the country programmes approved by the Executive Director, as indicated in the table to document E/ICEF/2011/P/L.48, for Egypt and the Syrian Arab Republic.

Second regular session
15 September 2011

2011/20
Annual report on the evaluation function and major evaluations in UNICEF

The Executive Board

1. *Takes note* of the annual report on the evaluation function and major evaluations in UNICEF (E/ICEF/2011/15);

2. *Reaffirms* the central role played by the evaluation function in UNICEF and the importance of the principles set out in its Evaluation Policy (E/ICEF/2008/4);

3. *Welcomes* the evidence presented in the report of continued strengthening of the evaluation function, especially at the decentralized level, which contributes towards ensuring accountability, transparency, effectiveness and further improvement in the work of UNICEF, and encourages UNICEF to continue its efforts in this regard;

4. *Takes note* of the introduction of key performance indicators tracking the effectiveness of the evaluation system;

5. *Welcomes* the thematic presentation of recent evaluation results in basic education and gender equality in the annual report and encourages UNICEF to provide, in future annual reports, analysis of findings and recommendations for policy development and programming, including an analysis of cross-cutting issues, as relevant;

6. *Encourages* UNICEF to further strengthen the link between evaluation and research functions;

7. *Encourages* UNICEF to:

(a) Sustain its engagement on evaluation within the United Nations system and more widely within the field of international development, including evaluation of the response to humanitarian crises, with a view to strengthening accountability, transparency, coherence, effectiveness, learning and improved programme delivery;

(b) Sustain efforts to further strengthen the evaluation skills, capacities and systems of national partners, giving increased attention to South-South learning;

8. Recalling Executive Board decision 2008/4, *requests* UNICEF to:

(a) Ensure that management responses are prepared to address all evaluation recommendations, and to ensure implementation of agreed actions set out in such management responses;

(b) Report on progress in the implementation of management responses, including, inter alia, on how management responses improve the ability of country and regional offices to report, more transparently and systematically, to partners and host governments on programme finances, activities and results;

(c) Ensure that relevant evaluation results are systematically considered and used in preparing key policies, strategies and programmes;

9. *Requests* UNICEF to prepare a succinct management response to the thematic analysis section of future annual reports of the Evaluation Office;

10. *Requests* a dialogue with UNICEF on how to further strengthen the independence of the Evaluation Office, including through the integrated budget 2014-2015.

Second regular session
15 September 2011

2011/21
Annual report on internal audit activities

The Executive Board

1. *Takes note* of the Office of Internal Audit 2010 annual report to the Executive Board (E/ICEF/2011/AB/L.9), the UNICEF Audit Advisory Committee 2010 annual report to the Executive Director, and the UNICEF management response to the annual report of the Office of Internal Audit for 2010 (E/ICEF/2011/AB/L.10);

2. *Welcomes* the focus on risk-based audit planning;

3. *Appreciates* the detailed information on the investigation function in the annual report and encourages the Office of Internal Audit to continue such reporting in future annual reports;

4. *Requests* the Office of Internal Audit to include information in future annual reports comparing the overall conclusions of completed audits of the organizational units, processes, systems and thematic areas of UNICEF, as appropriate;

5. *Expresses its support* for strengthening the capacity of the Office of Internal Audit and requests management to ensure adequate and timely staffing;

6. *Notes with appreciation* the establishment and roll-out of enterprise risk management across UNICEF and requests that UNICEF management continue strengthening controls and mitigation strategies in country offices with high risk;

7. *Recalls* section ii of its decision 2009/8 on internal audit and oversight, regarding disclosure of internal audit reports;

8. *Acknowledges* the information and assurance needs of non-Member State donors for programmes or services funded by them;

9. *Decides* that the Executive Director of UNICEF may, upon request, disclose to approved non-Member State donors, who are: donor intergovernmental organizations, National Committees for UNICEF, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the GAVI Alliance, UNITAID, and Rotary International, internal audit reports pertaining to a programme or service to which the said donor is financially contributing, in accordance with UNICEF Executive Board decision 2009/8, on internal audit and oversight, and the procedures of disclosure, as stipulated in document E/ICEF/2009/15, exercising the greatest extent of discretion and protecting the legitimate rights of the concerned programme country;

10. *Reaffirms* that information disclosed shall be kept confidential, and that written requests for access to internal audit reports should include the reason and

purpose for the request and an affirmation to adhere to the procedures of disclosure, as stipulated in document E/ICEF/2009/15;

11. *Requests* UNICEF to facilitate the remote viewing of internal audit reports for Member States and approved non-Member State donors through technological mechanisms equipped with appropriate levels of encryption and logged and recorded access that is strictly controlled through assigned user names and time-limited passwords, while ensuring that the printing, copying, editing, forwarding or deleting of internal audit reports disclosed is prevented;

12. *Requests* UNICEF to continue to report, in its annual reports on internal audit, on the internal audit reports disclosed and to inform the Executive Board, including through the reports, on requests from organizations not covered by this decision, for disclosure of internal audit reports pertaining to a given project to which the said donor is financially contributing, and to seek guidance from the Executive Board on such requests for disclosure;

13. *Welcomes* the commitment of the Executive Director to greater transparency and accountability, and requests informal Executive Board consultations on a broad range of possible transparency and accountability measures, including public disclosure of internal audit reports, and further requests the Executive Director to prepare a briefing note on these measures for consideration by Member States during the informal consultations in preparation for the first regular session of 2012.

Second regular session
15 September 2011

2011/22
Medium-term strategic plan: planned financial estimates for the period 2011-2014

The Executive Board

1. *Takes note* of the planned financial estimates for 2011-2014 as contained in document E/ICEF/2011/AB/L.5 as a flexible framework for supporting UNICEF programmes;

2. *Approves* the framework of planned financial estimates for 2011-2014 and approves the preparation of programme expenditure submissions to the Executive Board of up to $1,236 million from regular resources in 2012, subject to the availability of resources and the continued validity of these planned financial estimates;

3. *Approves* the suspension of the annual transfer of $30 million to the after-service health insurance reserve for 2011 in view of the impact of the global economic downturn, should income and expenditure projections in the present report materialize, and requests UNICEF to continue making annual transfers to the after-service health insurance reserve, as per Executive Board decision 2008/20, if end-of-year working capital from regular resources so permits.

Second regular session
15 September 2011

2011/23
Institutional budget for 2012-2013

The Executive Board

1. *Takes note* of the results-based budgeting approach used to formulate the institutional budget for 2012-2013 (E/ICEF/2011/AB/L.2), and the revised presentation of the institutional budget, which incorporates the key budget tables in the document, in line with Executive Board decisions 2010/20 and 2011/6;

2. *Acknowledges* the response of UNICEF to invest in global cluster coordination and requests the Executive Director to ensure the efficient use of global coordination funds;

3. *Approves* an appropriation of $966 million for the institutional budget for 2012-2013 and notes that funding from regular resources is projected at $628 million and from other resources and trust funds at $338 million;

4. *Resolves* that the appropriated amount be used to achieve the strategic outputs reflected in the document;

5. *Encourages* UNICEF to continue consulting with Member States during the preparation of the integrated budget to strengthen the narrative and improve the clarity of the information provided;

6. *Requests* UNICEF to make, in consultation with the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), an informal presentation on the timetable for the review and analysis of harmonized cost recovery rates at the first regular session of 2012, and further requests that UNICEF, in consultation with UNDP and UNFPA, explicitly address in the review whether fixed indirect costs should continue to be fully covered by regular resources;

7. *Requests* that UNICEF continue to exercise budgetary discipline as it develops its integrated budget for 2014-2015.

Second regular session
15 September 2011

2011/24
UNICEF Financial Regulations and Rules

The Executive Board

1. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2011/AB/L.8);

2. *Approves* the proposed changes to the Financial Regulations as contained in document E/ICEF/2011/AB/L.8, with effect 1 January 2012;

3. *Takes note* of the proposed changes to the Financial Rules as contained in document E/ICEF/2011/AB/L.8;

4. *Requests* UNICEF to keep the Executive Board informed on the implementation of the International Public Sector Accounting Standards on a regular basis, beginning with the first regular session of 2012.

Second regular session
15 September 2011

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